



**BEE NETWORK**

**City Region Sustainable  
Transport Settlement**

# **GMCA Annual Monitoring Report 24/25**

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Transport for  
Greater Manchester

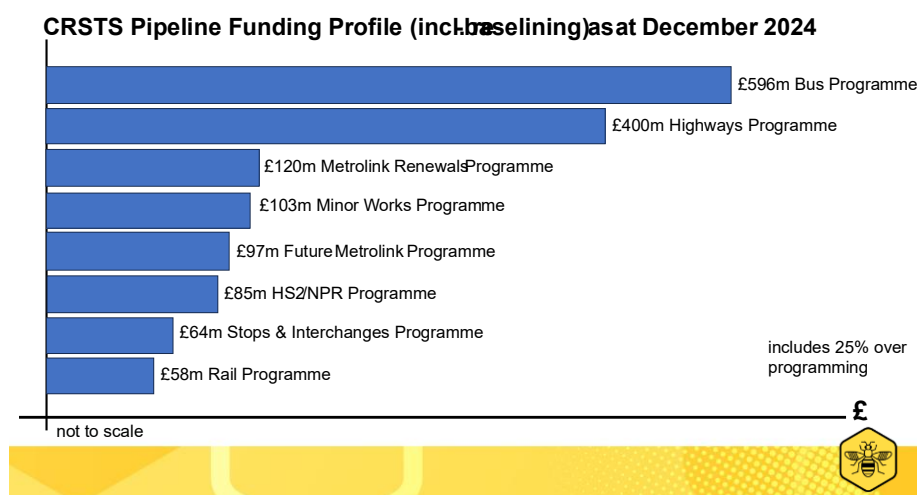
# CRSTS Annual Report

## Introduction

Greater Manchester's transport infrastructure, the **Bee Network**, is fundamental to the objectives set out in the Greater Manchester Strategy : delivering sustainable economic growth and increased productivity; providing better access for our residents to education, jobs and opportunities; enabling housing, unlocking development and acting as a catalyst for regeneration; supporting social inclusion and active, healthier lifestyles; and reducing carbon emissions.

**In 2022 Greater Manchester received £1.07bn City Region Sustainable Transport Settlement (CRSTS1) funding**, which is being used to develop and deliver priority transport infrastructure schemes up to 31 March 2027. This report covers activities up to the end of Year 3 (31 March 2025) of this 5-year programme.

**All schemes within the programme strongly align with the CRSTS1 objectives: driving growth and productivity, decarbonising transport and levelling up services and areas.**



CRSTS1 funding is enabling us to deliver a wide range of schemes to improve the performance, resilience and customer experience of using the Bee Network, including new stations, stops and interchanges; bus priority measures; highways improvements; a world-class walking, wheeling and cycling network; expanded cycle hire; integrated ticketing; and asset renewal to maintain and improve network safety and resilience. Our performance is being measured against a range of delivery targets as set out in the Outcomes Framework, which supports the new Integrated Settlement.<sup>1</sup>

CRSTS1 funding has been, and will continue to be, a key enabler to support the ongoing development of the Bee Network and has helped us to make 2024-25 another landmark year for Greater Manchester (GM), including the following notable highlights:

<sup>1</sup><https://www.gov.uk/government/publications/integrated-settlements-outcomes-frameworks-for-2025-to-2026/greater-manchester-combined-authority-integrated-settlement-outcomes-framework-2025-to-2026>

In January 2025, we made history when the final tranche of **Bus Franchising** was successfully launched, becoming the first place to bring 100% of buses back under local control since the 1980s.

Since the launch of the first of three tranches in September 2023, we've seen the bus network go from strength to strength, with a steady increase in passenger numbers, bus reliability, and customer satisfaction.

#### **Bus Franchising : Key achievements so far**

- 17 million more bus journeys in 2024 compared to 2023 (we now carry over 170m passengers a year)
- The number of Bee Network bus journeys has increased by 14% year on year in the first two franchising areas, with strong signs of growth in the final tranche (launched in Jan 2025)
- Punctuality of the first buses to come under local control (Tranche 1) is now consistently above 80% (up from c.69% on the pre-franchised network) and reliability in Tranche 2 and Tranche 3 is also better than before franchising (both tranches consistently above 70% since the beginning of March)
- Changes made to 75 services to improve customer experience, and 40 additional buses put into service to boost reliability
- 24-hour Bee Network services piloted on the V1 and 36 routes
- 83.9% of the Greater Manchester population are now within 400 metres of a half-hourly daytime (minimum) bus or tram service (up from 78% in November 2022)
- 75% of GM's buses are now under 4 years old (pre-franchising the average age of a bus was 9.5 years).

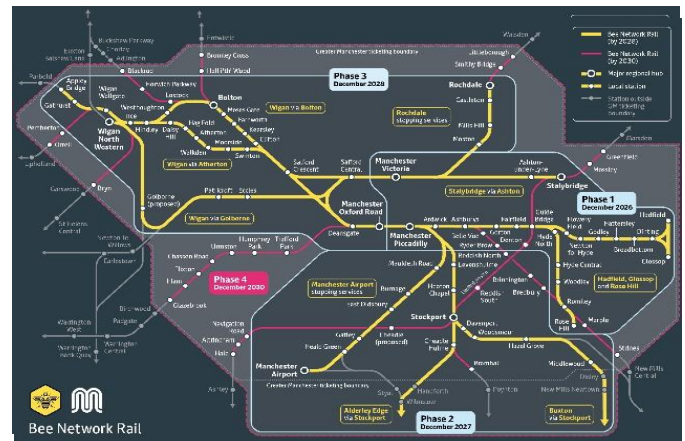
Control of the bus network – which comprises some 577 routes and 1,600 buses - has also enabled us to integrate services, fares and ticketing and improve our customer service. In March 2025, we introduced a new multi-modal “**Tap and Go**” ticketing system: passengers can travel seamlessly between tram and bus and automatically receive the best daily or weekly fare for their trip.

**Lower bus fares**, supported through the government's Bus Service Improvement Plan (BSIP) funding, have continued to operate through GM. A cheaper, simpler fare structure is now in place across all Bee Network buses, with new products including a 'hopper' fare, reduced weekly and monthly tickets, and a new mechanism where passengers are able to spread the cost of an unlimited annual ticket with participating Credit Unions.

Greater Manchester's railway network also plays a vital role in supporting our city region's economy: rail is the most efficient way of moving large numbers of people to and between the city and regional centres, and over 40.2m rail trips to Manchester Central Stations were made in 2023/24. Building on the 'Trailblazer' deeper devolution deal with central government, we are already collaborating with the rail industry to integrate rail into the Bee Network by 2030.

By 2030, Greater Manchester will work to **integrate local rail into the Bee Network**, absorbing commuter lines over four phases, upgrading and rebranding stations, and making them accessible, and introducing tap-in/tap-out, multi modal ticketing on the following lines:

- Phase 1 (by December 2026): Manchester Victoria-Stalybridge and Manchester Piccadilly-Glossop.
- Phase 2 (by December 2027): Manchester Piccadilly-Airport/Alderley Edge/Buxton.
- Phase 3 (by December 2028): Rochdale, Wigan (via Atherton/Bolton/Golborne).
- Phase 4 (by 2030): all remaining stations within GM.



64 stations across GM are set to come into our integrated transport system, the Bee Network, by 2028 with the remaining stations following by 2030, creating the opportunity to replicate the successful transport-led regeneration we've seen in relation to Stockport Interchange.

Working with the rail industry, we have agreed a collective understanding of what Bee Network Rail Integration will mean:

- Bee Network branding at stations, station facility enhancements and Bee Network customer service standards implemented across all parts of the multimodal network to support customers throughout their whole journey.
- Fully accessible stations.
- Network and service enhancements, including rail being integrated with other GM modes from a customer planning / information perspective.
- Pay As You Go ticketing pilot implemented along with integrated fares.
- Transit oriented development and regeneration.

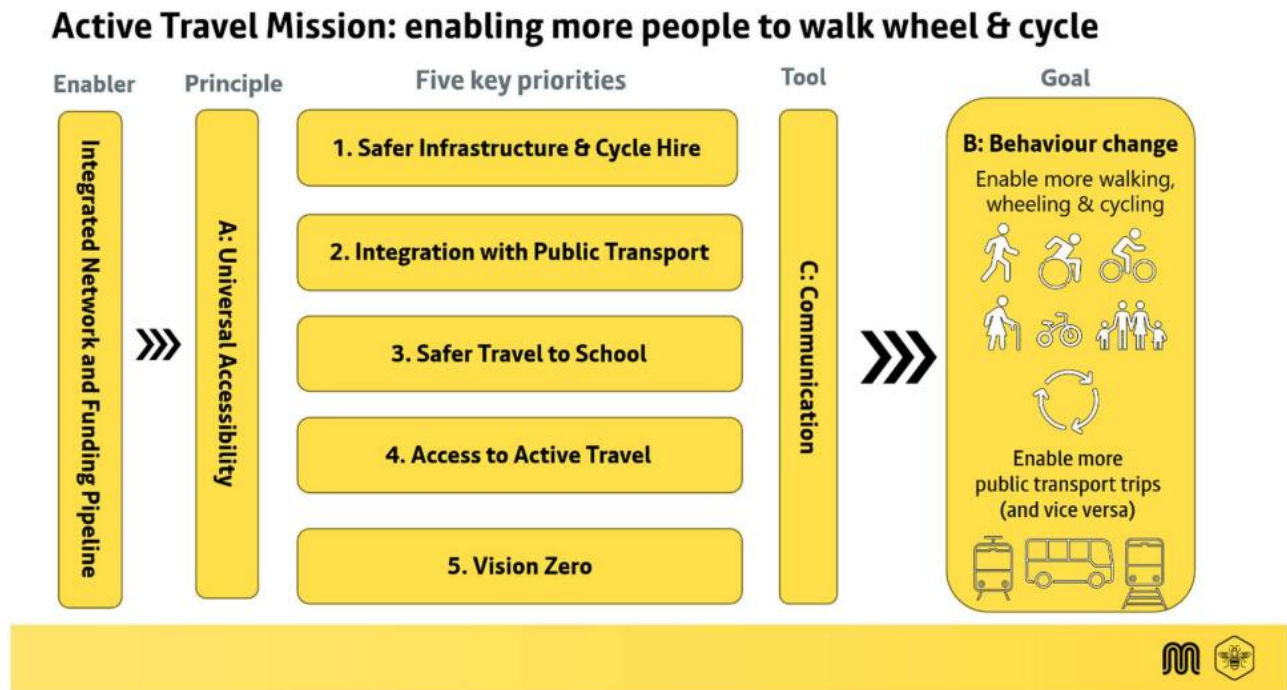
To achieve integration of rail with the Bee Network, a total CRSTS investment of £114m (including £34m from CRSTS1) will be made over the next five years, with c.£23m of industry contributory funding.

The long-term financial sustainability of the rail industry will be supported through the development of land close to stations, linked to wider regeneration projects. By investing in patronage growth through bringing people close to the transport network, we can reduce the subsidy required to support local rail services – helping to deliver a better service at a lower cost.

Greater Manchester looks forward to working with Great British Railways (GBR) on our ambitions and has recently submitted a response to the government consultation on its role and responsibilities.



In January 2025, we published our latest **Greater Manchester Active Travel Annual Report 2024**, providing an update on progress towards the Greater Manchester Active Travel Mission, launched by the Active Travel Commissioner, Dame Sarah Storey, in 2022, to guide active travel delivery in GM. The mission is built around five priority areas (Safer Infrastructure & Cycle Hire; Integration with Public Transport; Safer Travel to School; Access to Active Travel; and Vision Zero) which support the overarching principles of Universal Accessibility, Behaviour Change and Communication.



Monitoring progress is a key part of ensuring success and knowing that as a region we are continuing to move in the right direction. The delivery of the active travel network continues at pace, with more than 133km of Bee Network standard segregated routes now in place. Within the next two years we anticipate this network exceeding 160km in length.

We've observed a 20% increase in walking and wheeling and a 21% increase in cycling between 2022 and 2023<sup>2</sup>. During 2024, our public bike share scheme 'Starling Bank Bikes' also achieved a major milestone, supporting over 1 million rides and covering more than 2.5 million kilometres since its introduction in 2021.

All on-highway scheme designs are considered by a Design Review Panel to assess compliance against relevant design standards, including national standards such as LTN1/20. As part of our ongoing commitment to high standards of urban design, this year we've published our **GM Streets for All Design Guide** and **Sustainable Drainage Design Guide**.

Creating a safe and secure transport network is one of the key commitments which underpins the Bee Network. In November 2024 we launched our **Vision Zero Strategy** and **Vision Zero Action**

<sup>2</sup> Source: TRADS. Cf.

[https://assets.ctfassets.net/xfhv954w443t/56Ri3K9izZRm1540MnDXRe/8d071fb147d0d002583c6415a24a6622/Greater\\_Manchester\\_Active\\_Travel\\_Annual\\_Report\\_2024.pdf](https://assets.ctfassets.net/xfhv954w443t/56Ri3K9izZRm1540MnDXRe/8d071fb147d0d002583c6415a24a6622/Greater_Manchester_Active_Travel_Annual_Report_2024.pdf)

**Plan**, which is a city region commitment to try and eliminate all road fatalities and life changing injuries by 2040.

Embracing a Vision Zero approach to the delivery of Bee Network services, and having safer streets, is key to achieving this vision and enabling more people to walk, cycle and wheel on our roads. Vision Zero will not only make our places and communities safer but has wider benefits that will improve the lives of Greater Manchester residents. As well as reducing the demand on our emergency services, fewer collisions means less congestion, which we know has a significant impact on economic productivity and the reliability of public transport.

Vision Zero represents a change from our previous approach towards addressing road safety and reflects a cross-partner strategy that isn't just for transport. The strategy is led by the Safer Roads Greater Manchester Partnership (SRGM Partnership), which brings together GM local authorities, Greater Manchester Fire and Rescue Service (GMFRS), Greater Manchester Police (GMP), Transport for Greater Manchester (TfGM) and other partners across Greater Manchester to improve road safety.

To make roads safer, Greater Manchester will adopt the Safe System approach, considering people, vehicles and road infrastructure together to improve safety. Working with partners across Greater Manchester, we will identify the most-high risk areas and most vulnerable people and join our resources to address them.

The Vision Zero Action Plan sets out the actions that will be taken over the next three years to help us achieve our long-term goal. By 2030, we aim to reduce deaths and life changing injuries by 50%. We will identify and improve our high-risk routes, install more pedestrian crossings, and focus on making school travel safe and secure, enabling more students to travel to school by bike, scooter, or foot, or public transport. CRSTS funding will help us to accelerate the development and delivery of schemes to make our Vision Zero a reality.

GM is also currently in the process of refreshing its **Local Transport Plan (LTP)**, with close collaborative working between TfGM, GMCA and the 10 Local Authorities. The refreshed LTP will set out GM's delivery priorities for the next five years, aligned with the updated Greater Manchester Strategy (GMS) which is set to be published in Summer 2025. The draft LTP is planned to go to public consultation in Summer 2025.

## CRSTS1 Programme: Key Achievements

**Work to develop and deliver the schemes within GM's CRSTS1 Programme continues at pace.**

As at the end of March 2025, 59 Strategic Outline Business Cases (SOBCs), seven Outline Business Cases (OBCs) and 28 Final Business Cases (FBCs) had been approved and circa £898m (over 70%) of the £1.26bn CRSTS1 and match funding had been released to scheme promoters.

**The overall programme remains on track to be delivered by 31 March 2027.**

A selection of project- and programme-specific highlights are included below:

### Interchanges

Following completion of the main **Stockport Interchange** in March 2024, the Active Travel ramp (part CRSTS-funded) was completed and opened in May 2024. The new interchange has won several awards during 2024/25 including 'Design, Engineering and Construction Project of the Year' at the National Transport Awards and 'Best Financial Structure' at the International Partnership Awards.



*Stockport Interchange, incorporating residential development (left), 2-acre Viaduct Park (centre) and active travel "helix" ramp (right) (Image: Stockport Council)*



*New Stockport Interchange in operation (Images: TfGM)*

Building on the success of this transformational scheme, plans for two of our other largest and most transformational schemes have both moved on significantly this year.

The Outline Business Case for a **new rail station at Golborne** – which will be the first new railway station in the city region for over 20 years – received Ministerial approval in January 2025 and, following a public consultation in early 2024 which showed high levels of support for the station proposals, a planning application was submitted in October 2024. Planning consent for the new station has now been secured and a local company has been appointed to complete the design. Subject to local authority and government approvals, work will start on site in 2026 and the new station is expected to be open in 2027.

The Outline Business Case for the redevelopment of **Bury Interchange** received Ministerial approval (including confirmation of de-retention and approval of early drawdown of £17.49m CRSTS1 funding) in April 2025. The £81m scheme (spanning CRSTS1 & 2) will include full multi-modal integration including capacity for bus, cycle/active travel parking, Metrolink and is intended to be Greater Manchester's first operationally carbon neutral transport interchange. The scheme is a key element of Bury Council's Town Centre Masterplan, and a planning application for the first phase of the scheme (Enabling Works Package (Southern Access and Metrolink Improvements)) was submitted in April 2025.



*Visualisation of the Phase 1 Metrolink southern access bridge to Bury Interchange*

## Bus

As part of our commitment to continuously improve the Bee Network for customers, CRSTS1 and ZEBRA funding has enabled us to invest in new, cleaner and accessible buses, including 264 **Zero Emission Buses (ZEBs)**. By the end of 2024/25, approximately 20% of the bus fleet was zero emission, delivering a step change in the experience for passengers and contributing to the ambition for a fully zero emission fleet by 2030. We're also continuing to explore emerging technologies in this space, including a recent pilot to repower an existing diesel bus to become a ZEB. Investment in **depot electrification**, supported by CRSTS1 funding, continues to ensure that we have the supporting infrastructure in place to recharge our new ZEBs.





*Bus depot electrification: Hyde Road depot (left) and Ashton depot (right)*

In 2023 we launched our new **Bee Network app** as part of our drive to make transport services and information more accessible. At the time of writing, the app had been downloaded more than 924,000 times since its launch and over 2 million app tickets had been purchased. CRSTS1 funding has enabled us to make a number of improvements to the app during 2024/25, including improved real time information such as push notifications and alerts during periods of disruption or severe weather. More improvements are planned for the coming year on all available services on the Bee Network app as well as additional services relating to Active Travel, Rail and Safety (including a Travelsafe Live Chat function linked directly to Greater Manchester Police).

In March 2025, we introduced a **new multi-modal “Tap and Go” ticketing system** meaning that passengers can travel seamlessly between tram and bus and automatically receive the best daily or weekly fare cap for their trip. In the first two months more than 5 million taps have already been made on bus – exceeding our already very ambitious targets.

We’ve also continued to invest in **bus priority infrastructure**, which is vital to help tackle service reliability, improve bus journey times and grow patronage across the bus network. During 2024/25 we improved accessibility at 15 bus stops and installed bus priority “SCOOT / MOVA” software at 97 junctions. In addition, we completed 14 “bus pinch point” schemes, including a new Red Route along the A56 in Trafford, with a further 16 schemes currently on site. We held a range of online and in-person public engagement and consultation events throughout the year for our larger bus orbital and radial schemes, which will improve bus journeys into and out of the regional centre and between our local town centres. The feedback from these events is informing the ongoing designs for these schemes.

## Rail

Our attention is now turning firmly to rail and in particular **Rail Reform & Bee Network Rail Integration**. In February 2025 the Combined Authority endorsed a proposed development of a robust, evidence-based GM Rail Vision and programme for the future of rail across Greater Manchester in conjunction with GM Local Authorities, including a tranche-based approach to integrate eight priority rail corridors into the Bee Network Rail by 2028 and the development of a Business Case for Rail Reform, which will assess and develop a preferred way forward for meeting

GM's objectives and identify the legislative and funding reforms required to deliver GM's growth agenda. In January 2025, GMCA approved the allocation of £34m of CRSTS1 funding to undertake initial work in support of this emerging priority.

2024/25 has been a busy year for our **Access for All (AfA)** programme. Accessibility improvement works, including the installation of lifts, have been completed at **Daisy Hill** and **Irlam stations**, and detailed designs have been progressing in parallel for the next tranche of stations at **Swinton, Reddish North, Hindley** and **Bryn**, which are due to start on site in early 2026. Three extra stations (**Flowery Field, Newton for Hyde, Bredbury**) have been added to the programme through DfT's AfA Programme for Control Period 7 (with match funding provided via CRSTS1), and a further six stations have been added through the CRSTS1 funding reallocated to rail, enabling the development of schemes for **Woodsmoor, Broadbottom, Davenport, Moorside** and **Hall i' th' Wood** stations and the development and delivery of **Levenshulme** station.

Alongside our new station development rail plans for **Golborne and Cheadle**, we continue to invest in our other stations including the **Stockport Station Improvements Package**, with an Outline Business Case due to be submitted in Autumn 2025.

We also continue to work collaboratively with DfT, rail partners and authorities along the Liverpool to Manchester section of the **Northern Powerhouse Rail** programme to ensure proposals for this project, especially at the proposed Manchester Piccadilly and Manchester Airport stations, align with GM's vision for a high-capacity rail line through the region.

## Rapid Transit Development

A significant part of our CRSTS programme is focussed on the development of our rapid transit network for the future. During 2024/25, we've made substantial progress in this area, including identifying a shortlist of 15 rapid transit extensions within the **Draft GM Rapid Transit Strategy**; undertaking feasibility assessments for several potential extensions in Stockport, Salford, Trafford and Middleton; undertaking additional optioneering work undertaken on routes to Port Salford, Quays Crescent and the Airport T2 Western Leg; developing modelling tools to enable effective operational optioneering and impact assessments; and starting work on an SOBC for the East Didsbury to Stockport extension.

We continue to progress work on our **Next Generation Vehicles / Tram-Train Infrastructure Pathfinder scheme**, which is testing the proof of concept for vehicles that can operate across both tram and conventional rail networks, and CRSTS1 funding is helping us to develop proposals for **new and improved Metrolink stops** too. During 2024/25 Strategic Outline Business Cases have been submitted for a proposed new stop at **Cop Road, Oldham** in support of the adjoining housing development and for the **Metrolink Stop Improvements Programme** to deliver a programme of improvements at existing Metrolink stops across GM to contribute to patronage growth. We're also continuing to progress proposals for new Metrolink stops at **Sandhills, Manchester**, and **Elton Reservoir, Bury**, and a new guided busway stop and Travel Hub at **Mosley Common, Wigan**, working in conjunction with developers and Homes England.



## Metrolink Renewals

The Metrolink Renewals Programme is delivering **safety and operationally critical renewals and enhancements** to the existing Metrolink network and tram fleet. During 2024/25, £28.2m CRSTS funding has enabled the delivery of a range of track, safety-related (tram overrun protection, lineside security fencing and improved tram route / pedestrian crossing demarcations), depot, speed control and customer facing asset renewals / projects. Through these works we've delivered circa 2.5km of track replacement (5km of rail) to the Metrolink network, 270 GPS beacons and 100 tram hardware installations, 0.6km of lineside security fencing, 16 tram lifting jacks, park and ride lighting renewals and one escalator renewal.

### Metrolink Track Renewals 2024-25



Shudehill



London Road



Altrincham Line



Piccadilly Gardens

We have also procured long-lead materials and suppliers to deliver safety and operationally critical renewals and enhancements during 2025/26 including further track, structures, overhead line equipment, power, tram, depot, safety and security and speed control projects.



Lineside Security Fencing



Queens Road Depot Vehicle Lifting Jacks



Long-lead Materials Procurement



## Highways

### Active Travel

£66.3m CRSTS1 funding has been allocated to the ongoing delivery of GM's Bee Active network. During 2024/25, CRSTS funding has enabled the delivery of Phase 3 of Greater Manchester's **Bee Network Crossings** programme (building on Phases 1 and 2, which were delivered through the Mayoral Challenge Fund programme), the **Talbot Road / Chester Road** and **A56 Phase 2** schemes in Trafford, and the **Standish Western Route** and **Whelley Loop Line** schemes in Wigan.



*Talbot Road Active Travel scheme, Trafford (Images: Trafford Council)*

### The Whelley Loop, Wigan

This 1-kilometre flagship multi-user track extends the popular Whelley Loop from New Springs to Haigh Hall. Following the old Lancashire Union railway line, the scheme is part of the National Cycle Network 55 and joins onto the Greater Manchester Ringway.

*From this....*

*... to this!*



*(Images: Wigan Council)*

In addition, eight schemes are currently on site with a further three expected to start in 2025/26.



## Streets for All (S4A)

The Streets for All programme comprises a range of schemes which have been identified by the 10 GM local authorities to improve the environment for pedestrians, cyclists and public transport users in key locations, including town centres and strategic transport corridors.

Our first CRSTS-funded Streets for All scheme was completed in **Ancoats, Manchester**, in September 2024 and a number of other schemes started on site, including **Hempshaw Lane** and **Woodley to Bredbury Parkway** in Stockport.



*L-R: Two completed sections of the Woodley to Bredbury Parkway scheme; Hempshaw Lane scheme under construction (Images: Stockport Council)*

Approvals have been secured to commence early construction phases on Streets for All schemes in **Radcliffe** and at **Greek Street Bridge** in Stockport. The Greek Street Bridge S4A scheme complements Network Rail's bridge replacement scheme, which started on site at the end of March 2025 and is due to be completed in Spring 2026. Development work continues across the S4A programme with a further 15 schemes due to start on site during 2025, including Streets for All schemes in **Farnworth** and **Littleborough**; Active Travel Improvement schemes at **Peel Green** and **Mumps**; and Town Centre schemes for **Stockport Town Centre West**, **Radcliffe**, **Bolton**, **Bury** and **Oldham**.

The **St Mary's Way** scheme in Oldham sets out a vision to transform the street into a place that knits together the town centre with surrounding neighbourhoods. The high level of ambition shown through the designs is set within the context of transformational change across Oldham town centre over the next 5-10 years. The scheme was well received through the public engagement undertaken during 2024.



*CGI of how St Mary's Way in Oldham Town Centre will look (Image: Oldham Council)*

## Highway Safety & Maintenance

In 2024/25 GM continued to invest in the maintenance of our highway network by providing £35m (£105 over three years) to all 10 GM local authorities for their highway maintenance programmes, supporting the Local Authorities' core programmes to repair and look after our roads, footways, cycleways, bridges and streetlights.

On the Key Route Network, local authorities have utilised CRSTS funding to carry out 30 carriageway resurfacing or treatment schemes this year. Although only three years into the CRSTS1 funding period, Authorities have already carried out 89% of their planned carriageway schemes for the five-year period.

This funding has also enabled the completion of refurbishment and restoration works to **Queens Park Bridge** in Rochdale.



*Queens Park Bridge, Rochdale: Before (left) and after restoration works (right) (Images: Rochdale Council)*

In addition, £8.15m (£24.45m over three years) of CRSTS funding has been invested in minor transport works and **road safety schemes**, in line with GM's Vision Zero strategy. This includes traffic signal upgrades, new pedestrian crossings, traffic calming, local safety schemes, 20mph speed limits and school streets.

We've also continued to progress investment in **Electric Vehicle Charging Infrastructure** with circa £8.5m of CRSTS1 funding, starting with the roll-out of on-street charging points in Manchester and Trafford.

## Risks, Mitigations and Lessons Learned

The top programme risks, challenges and lessons learned from our CRSTS1 programme so far are shown below:

Risk Category	Description	Programme Challenges	Lessons Learned
<b>Delivery of the programme by 31 March 2027</b>	Risk of schemes ability to achieve forecasted spend profile.	Our CRSTS1 programme comprises circa 80 individual projects and programmes, in addition to extensive programmes of bus pinch points and maintenance schemes, zero emission buses, electric vehicle charging infrastructure, Metrolink renewals, ticketing and information measures and highways maintenance, each of which presents its own complexities and challenges.	<p>We continually monitor the performance of the programme through delivery confidence reviews, 'health checks' and reporting, and take steps as required to ensure that we remain best-placed to meet our delivery targets.</p> <p>Our integrated pipeline approach gives us the flexibility to bring additional schemes/scope into the programme where necessary in order to maximise outputs, outcomes and expenditure.</p>
<b>Resource Availability</b>	Risk of not having the right capability and capacity to deliver; failure to retain critical staff and/or to recruit suitable staff (demand).	As the CRSTS1 programme continues to deliver, the availability of resource remains a key challenge. This applies across all areas of the programme, but particularly in relation to specialist skill set areas such as transport modelling and traffic signal design, and within Local Authority partners who are delivering a number of their own schemes and highway maintenance programmes alongside supporting GM-wide schemes such as bus priority.	Project and programme resource demands are constantly monitored, and a programme-wide resource plan and strategy is in place. We also regularly review our works and services frameworks.



<b>Supply Chain and Delivery Partner Relationships</b>	Risk of not having the right capability and capacity to deliver.	Delivery of all of our CRSTS1 schemes relies to some extent on third parties, including contractors, developers, manufacturers, suppliers, operators, utility providers or other industry partners. In particular, our ability to deliver transformational rail reform will be wholly reliant on collaboration with rail industry partners, including the availability of specialist rail resources to support scheme development, service timetabling and modelling, and securing the necessary approvals and track possessions to safely undertake works on the rail network.	TfGM has strong and established frameworks and working relationships with partners across the transport industry which it will continue to draw upon, supported by robust forward programming and risk management.
<b>Stakeholder Support &amp; Buy-In</b>	Risk of lack of stakeholder support for proposals / approvals not secured in a timely manner.	Delivery of transformational bus priority, active travel and Streets for All schemes - all of which are required in order to meet Greater Manchester's "Right Mix" target – is increasingly likely to require some re-allocation of road space. Strong political support and decision making is key in these cases to ensure that scheme objectives are clearly understood, and that the right schemes are brought forward so as to deliver the required benefits and meet the passenger expectations set by the Bee Network.	Agreeing scheme objectives and outcomes early in project development helps us to understand what's important for stakeholders, and upfront engagement enables us to understand any concerns about scheme proposals and then take steps to address them, including early scheme testing and robust modelling to ensure that required outputs can be delivered.
<b>Change Management</b>	Ability to deal with change.	All major infrastructure programmes are subject to change at all levels, whether at scheme, programme or portfolio, and can also be affected by a range of local and wider factors.	Our integrated pipeline approach gives us the flexibility to adapt to change as required to ensure that we remain best-placed to meet our delivery targets and outcomes.
<b>Managing 'modal conflict'</b>	Risk that, given road space availability, schemes either have to make a direct choice between modal priorities, or design compromises which can then adversely impact the benefits delivered.	Managing this 'modal conflict' can be a key challenge for any large transport infrastructure programme and can often require detailed design and modelling work to be undertaken.	The publication of GM's Streets for All design guide has provided additional advice in this area, and collaborative funding across programme areas e.g. Bus priority & Active Travel, has enabled schemes to progress that deliver wider Streets for All benefits.

<b>Customer Disruption during Construction</b>	Multiple schemes in construction at the same time can cause cumulative pressures on transport networks, impacting customers.	As we approach the end of the CRSTS1 funding period (31 March 2027) and the number of schemes in construction increases, so the risk of network disruption also increases.	We are addressing this in a number of ways, including phasing / re-phasing schemes to avoid direct clashes with other works, working closely with supply chain partners and stakeholders to balance operational and customer requirements and ensuring clear and proactive communication throughout so that our customers are well-informed and able to plan their journeys accordingly.
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## Updates to the CRSTS1 Programme Business Case

We continually monitor delivery performance to ensure that we are on track to deliver our CRSTS1 programme in full.

Our latest CRSTS1 Delivery Plan is included at Annex 1 and we continue to progress schemes in line with the agreed programme governance and assurance arrangements, and monitoring and evaluation framework.

The most recent review, undertaken at the end of 2024, confirmed that a significant number of CRSTS-funded programmes are on course to successfully deliver their entire budget allocations however there were several programmes with a range of development and delivery complexities.

A range of actions are underway at scheme-specific and sub-programme level to expedite delivery, however the potential impact of the challenges outlined above offered an opportunity to rephase up to £211m of GM's CRSTS1 allocation in the period to March 2027. Noting that it is not intended that anything in the current CRSTS1 Delivery Plan will be stopped or paused, this will enable us to deliver additional improvements through the CRSTS1 programme in support of GM's overarching objectives: delivering sustainable economic growth, increased productivity and improved access to opportunity for all. These changes will be confirmed and implemented during the course of 2025/26.

At the Autumn Budget in 2024, the government announced that **Integrated Settlements** would be implemented for Greater Manchester and West Midlands Combined Authorities at the start of the 2025-26 financial year, and for four further Mayoral Combined Authorities (MCAs) from 2026-27.

The arrangements for the GM Integrated Settlement were set out in the Memorandum of Understanding (MoU)<sup>3</sup>, which sets out the process for agreeing and monitoring outcomes associated with the single settlements and the accountability arrangements.

The funds in scope (including CRSTS1), allocation mechanisms, allocated amounts and outcomes and targets for the 2025-26 financial year period are set out on the gov.uk website<sup>4</sup>.

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<sup>3</sup> <https://www.gov.uk/government/publications/memorandum-of-understanding-for-the-trailblazer-single-settlements-for-greater-manchester-and-west-midlands-combined-authorities>

<sup>4</sup> <https://www.gov.uk/government/publications/integrated-settlements-for-2025-to-2026>

## Annex 1: Delivery Plan

<b>Current CRSTS Scheme List</b>
<b><u>Bus Programme</u></b>
<b>Quality Bus Transit</b>
Future Quality Bus Transit (QBT) Corridor: Bury-Rochdale (including Rochdale: Heywood Streets for All)
Future Quality Bus Transit (QBT) Corridor: Ashton-Stockport
Future Quality Bus Transit (QBT) Corridor: Wigan-Leigh
Initial phased delivery of Wigan-Bolton Corridor
Initial phased delivery of Rochdale-Oldham-Ashton Corridor
<b>City Centre Bus Connectivity</b>
City Centre Bus Strategy Phase 1
Initial phased delivery of Salford Crescent-Media City UK Corridor
Sale West to Altrincham Network Improvements
City Centre Radials: A662 Ashton New Road
City Centre Radials: A664 Rochdale Road
City Centre Radials: A62 Oldham Road
City Centre Radials: A6 Stockport Road (Manchester)
City Centre Radials: A6 Wellington Road (Stockport)
City Centre Radials: B117 Wilmslow Road
<b>Bus Pinch Points and Maintenance</b>
Bus Pinchpoint Fund (Rolling Programme)
Bus priority signing and lining (Rolling Programme)
Bus Stop Enhancement Programme (Rolling Programme)
Intelligent Transport Systems (ITS) Enhancements (Rolling Programme)
<b>Integrated Measures</b>
Integrated Ticketing and Information
<b>Electric Bus Package</b>
Electric Vehicles (EV) Buses (inc Depot Charging Infrastructure)
Bus Franchise Depots
<b><u>Rail Programme</u></b>
<b>Access for All Package</b>
Deliver a number of the remaining Access for All (AfA) stations
Deliver Daisy Hill and Irlam Access for All (AfA) stations
Develop and deliver Swinton Access for All (AfA) scheme
Develop further Access for All (AfA) schemes (Development only)
<b>Station Improvement Package</b>
Station improvement regeneration and development



Tameside: Hattersley Station Improved Access
Development of new stations (Development only) (DEVELOPMENT WORKS COMPLETE)
Stockport Station (Development only)
<b>New Stations Package</b>
Golborne Station
<b>Rapid Transit Integration Programme</b>
<b>Interchanges Package</b>
Bury Interchange
<b>Travel Hubs Package</b>
Tyldesley Travel Hub / Park & Ride (P&R)
Hindley Travel Hub / Park & Ride (P&R)
Programme of Travel Hubs / Park & Ride (P&R) at Stations and Stops
<b>New Stops &amp; Stop Improvements Package</b>
Develop Potential New Guided Busway Stop - Mosley Common (Development only)
Development of Potential New Metrolink Stops: Sandhills (Development only)
Development of Potential New Metrolink Stops: Elton Reservoir (Development only)
Development of Potential New Metrolink Stops: Cop Road (Development only)
Metrolink Stop Improvements
<b>Future Rapid Transit Programme</b>
<b>New Lines &amp; Extensions Package</b>
Development of long-term rapid transit options (Development only)
Powers for 1 scheme and development for 2 schemes (Development only)
<b>Metrolink Next Generation Vehicles &amp; Tram-Train Package</b>
Next Generation Vehicles
Pathfinder – Infrastructure
Stockholm Road Bridge
Greek Street Bridge (Development only) (DEVELOPMENT WORKS COMPLETE)
<b>HS2 Programme</b>
Design and Development work on Metrolink and High-Speed Stations (Development only)
Preparatory works including utility diversions
<b>Metrolink Renewals Programme</b>
Deferred and further renewals 2025+
Prioritised renewals 2022-2025
<b>Active Travel Programme</b>
Approved but unfunded schemes in MCF programme
<b>Streets for All Programme</b>
<b>Town Centre Scheme Package</b>
Bolton: Farnworth Street for All (S4A) Town Centre Scheme
Bolton: Town Centre Package including Topp Way / Higher Bridge Street
Bury Town Centre Scheme (over and above interchange works)

Bury: Radcliffe Town Centre Development
Bury: Ramsbottom Town Centre Development
Manchester: Ancoats Streets for All (SCHEME COMPLETE)
Manchester: Transforming Deansgate (Streets for All)
Oldham: Town Centre - Accessible Oldham Phase 2
Rochdale: Littleborough Streets for All
Rochdale: Middleton Streets for All Phase 1
Stockport Interchange (active travel ramp) (SCHEME COMPLETE)
Stockport: Town Centre West
Stockport: Greek Street Bridge Streets for All
<b>Corridor Schemes Package</b>
Bolton: De Havilland Way
Oldham Mumps Corridor Improvements
Salford: Peel Green Active Travel Scheme
Stockport: A6 / Manchester Road / School Lane
Stockport: Woodley to Bredbury Parkway Improvement Scheme
Stockport: Hempshaw Lane
Tameside: A560 Stockport Road
Trafford: Carrington Sustainable Transport Measures
Wigan: A577 Complementary Works (Development only)
Wigan: A580 Lane Head Improvements
<b>Electric Vehicle Charging Package</b>
Electric Vehicle Charging infrastructure (EVCI) Match funding
<b>Highway Maintenance Programme</b>
<b>Core Highway Maintenance Package</b>
Consolidated Highway Maintenance (Needs, Incentive & Potholes)
<b>Strategic Maintenance Package</b>
Bolton - Key Route Network (KRN) Carriageway (SCHEME COMPLETE)
Bury - Key Route Network (KRN) Carriageway
Manchester - Key Route Network (KRN) Carriageway
Oldham - Manchester Street Viaduct
Rochdale - Queens Park Bridge Refurbishment & Key Route Network (KRN) Carriageway (SCHEME COMPLETE)
Salford - Key Route Network (KRN) Carriageway
Stockport: Queens Road Bridge Refurbishment & Key Route Network (KRN) Carriageway
Tameside - Hattersley Viaduct Refurbishment and Widening
Trafford - Key Route Network (KRN) Carriageway and Structures
Wigan - Key Route Network (KRN) Carriageway
<b>Minor Works &amp; Road Safety / Development</b>
Integrated Transport Block (ITB) - Minor Works

Integrated Transport Block (ITB) - Public Transport
Transforming Cities Fund 2 (TCF2) Development (Development only)