

Our Business Plan 2025–6



Introduction

It is an absolute privilege to serve as Group Chief Executive, leading the high-performing organisations of Greater Manchester Combined Authority, Greater Manchester Fire and Rescue Service and Transport for Greater Manchester.

The progress we've made over the past year while I've been in this role is remarkable. This is down to our colleagues – each and every one making a real and visible difference for the people of Greater Manchester. The brilliance of our people is at the heart of my belief that there is no better place to work in the public sector right now, than here in Greater Manchester.

What we have already achieved shows what we can do when we act together – in our organisations, across our group and with our many wider partners. That's why I made our people, our relationships with our partners, and our focused delivery at pace my top three priorities when coming into the role.



So, alongside our organisations' key achievements, many of which are featured in this plan, we've made progress for our people – by embedding family-friendly policies, growing our equality networks, developing refreshed People Plans, and more.

Moving into 2025–6, we will continue to evolve our group, in a way that is thoughtful and opportunity-led. Following brilliant conversations with colleagues across our individual organisations, our leadership team has agreed its focus for the year ahead. We are asking ourselves how we can keep delivering with urgency but in a way that feels sustainable, and how we can further refine the ways we work so we can be even more effective together. Our answer is to provide an inclusive culture of leadership and collaboration.

By doing this, we will be in the best possible position to make the most of all the exciting opportunities coming our way. Through our devolution trailblazer integrated settlement; under a refreshed Greater Manchester Strategy and delivery plan; and into a new government Spending Review period that we hope will empower even bolder ambitions.

And we will also continue to create a greater place to work – bringing together our collective talents and experience, fostering a culture in which everyone can do their best work, delivering for our communities and consistently showing how we add value to our partners.

Our three organisations, working as one team to deliver the shared vision for Greater Manchester.

But as I've said since day one, this approach is not a merger or reduction of the powers of our individual organisations. TfGM's specific purpose of improving lives by connecting people and places and its values remain as important as ever. I am really excited to see how colleagues will deliver the actions set out in this plan over the year ahead, making a vital contribution to both this ambition and, in doing so, our ultimate goal of creating a thriving city region where everyone can live a good life.

Caroline Simpson
Group Chief Executive



The year ahead

The last year has been one of remarkable progress and achievement in Greater Manchester – and you’ve been at the heart of it all. The Bee Network has truly been on the national stage as we’ve shown how fundamental a fully joined-up public transport and active travel network is for the growth of our city region.

From bringing our buses under local control and setting new passenger records on Metrolink, to launching Tap & Go across bus and tram, we’ve delivered one major milestone after another. Each has been achieved in the interest of the communities we serve, all part of our mission to deliver seamless, affordable, safe and sustainable journeys for all.

We’ve done this against the backdrop of major change. Greater Manchester has led the way nationally on devolution with our new Integrated Settlement which came into force in April 2025, providing more flexibility and local decision-making on national funding. And at TfGM – with full control of the whole bus network – our operational and financial responsibilities are also greater and more complex than ever before.



We should be incredibly proud of what we've achieved together, but our work is not done.

This year, a new Greater Manchester Strategy and Delivery Plan will be adopted. Setting our route for the next decade, it will detail our collective vision for a thriving city region where everyone can live a good life, and how we'll make it a reality. Of course, transport will be a major part of the story. There will also be a GM wide, integrated pipeline of investments, with transport forming a critical element of that pipeline.

So, our job is to continue our absolute focus on delivery; building and growing the Bee Network, continually improving our services and passenger experience, and making it easier for people to make the switch from the car to sustainable public transport for most journeys.

This Business Plan sets out our focus for the 12 months ahead. Like last year, it's bold and ambitious, but we are confident that we can deliver this by collaborating across our teams, with colleagues within the wider Group, and with our Local Authority partners.

We've kept the same five clear strategic objectives and set new areas of focus and milestones against each one. You'll see a key theme is fostering continuous improvement to our services, challenging ourselves to deliver tangible improvements and changes right across our Bee Network services to make every journey, every day, the best it can be for our passengers.

But we're also forging new paths and innovating as we enter the next phase of the Bee Network. Key milestones include making Greater Manchester a cleaner and healthier place to live by electrifying our fleet and making walking and cycling easier, safer and more integrated with public transport. We're also planning the next phase of network growth, with plans for new tram lines and stops; modern new facilities; and infrastructure investments that will underpin economic growth in each of our 10 local authorities.

We'll also make significant progress in new areas, not least with our staged approach to integrating eight commuter rail lines into the Bee Network to better join up bus, tram and train.

All this will be alongside continuing our journey of evolution across our Group, exploring how we work better together, invest in our people and make our organisations among the best places to work.

There will inevitably be some challenges along the way. However, facing challenges head on and working through them is what we have always done, and we will do the same again this year.

The purpose of this Plan is to provide real focus for 2025-6, with clear measures of success.

Please use it, where you can, when working with your managers on your personal objectives for the year ahead.

Day in, day out, every team in TfGM delivers for Greater Manchester. If we're to achieve what is set out in this Business Plan, we need to hold true and demonstrate our values of 'Deliver', 'Adapt' and 'Care' both as individuals and as teams.

Thank you all for your continuing hard work, and for all you have done for TfGM and for Greater Manchester in the last 12 months. I'm looking forward to continuing to work with you all to deliver the Bee Network across the city region.

Steve Warrener
Managing Director

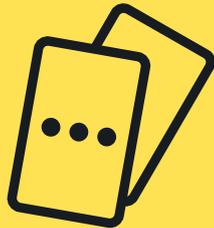
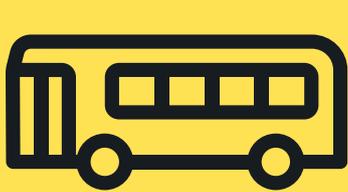


Year at a glance

Over the past year we've worked with our partners to transform transport in Greater Manchester.

Through the Bee Network we've worked to improve the way millions of people travel for work, leisure and other essential trips in our thriving city region.

Here's a snapshot of some of our successes and key achievements for passengers.



Over **100 million** bus journeys and annual patronage growth of c.14% since bus services were franchised.

All **577 bus routes** and **1,600 buses** brought back under public control.



Around **300 zero emission buses** serving local communities.



Two new **round the clock night bus services**



launched connecting Manchester with Leigh and Bolton via Salford.



1.2 million rides on Starling Bank Bike hire scheme.



20km of new Bee Network standard walking, wheeling and cycling routes, making



133km now in use.



More than **50,000** 16–18-yr olds now using 'Our Pass' to get free travel to college, work and leisure.



Customer satisfaction up from **76% to 85%**



Eight key rail routes
to join the Bee Network
by 2028
and the rest by 2030,
outlined in a new plan.

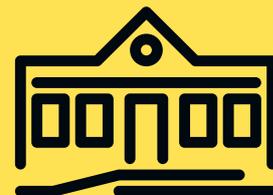


Step-free access works at
Daisy Hill & Irlam rail stations.



New rail station

for Golborne, Wigan,
on track, with a
successful business
case and planning
application.



A record breaking
46 million
tram journeys in 2024.



**£24 million Metrolink
improvement works,**
including replacing around 5km of track.

Plans on track to further
**extend the
Metrolink
network.**



24/7 Operational Control Centre

dealt with 6,000+
incidents on our roads
affecting the wider
transport network.



Vision Zero

strategy and
action plan
launched to
improve road
safety.



460,000
people using the
Bee Network
app, with close to
**1 million
downloads.**



113-strong
TravelSafe officer unit
patrolling
3,750+
hours a week across
Bee Network buses
and interchanges.



2.1 million
journeys made in
the first 4 weeks of
contactless 'tap and
go' launching across
bus and tram.



Our strategic objectives

In our last Business Plan, we introduced our five strategic objectives. They are:

- Ensure transport is an enabler to achieve city region outcomes
- Operate and sustain a safe, green, customer-centric, integrated transport system
- Grow and transform the transport network in Greater Manchester
- Build an inclusive, high-performing organisation with a skilled and engaged workforce
- Secure financial sustainability and efficient resource management

These objectives give us a clear direction of travel as we contribute to achieving the GM city region outcomes.

To help us focus our efforts and understand how we all contribute to these strategic objectives, for each one we identified:

- **5-year measures:** What we want to achieve – and where we want to be - in the longer term.
- **Areas of focus for the year ahead:** Building on the priorities we set out in the plan last year, the areas where we need to concentrate our efforts and our resources in the coming year.
- **Key milestones:** The key things we need to deliver in the next 12 months to keep on track with achieving our strategic objectives. Underneath these top level milestones, there is a set of more detailed milestones that describe the many deliverables throughout the year.

We have refreshed these for 2025–6 to reflect the great work we did last year and to be clear on our areas of focus for the coming year.





S01

Ensure transport is an enabler to achieve city region outcomes

CELT Sponsor: Transport Strategy Director

S02

Operate and sustain a safe, green, customer-centric, integrated transport system

CELT Sponsors:
Chief Network Officer / Customer & Growth Director

S03

Grow and transform the transport network in Greater Manchester

CELT Sponsors:
Chief Network Officer / Transport Strategy Director

S04

Build an inclusive, high-performing organisation with a skilled and engaged workforce

CELT Sponsor:
People Director

S05

Secure financial sustainability and efficient resource management

CELT Sponsors:
Customer & Growth Director / Finance & Corporate Services Director

Our priorities for 2025–6



Strategic objective 1

Ensure transport is an enabler
to achieve city region outcomes

CELT Sponsor: Martin Lax, Transport Strategy Director

TfGM is a key partner in delivering the Greater Manchester Strategy (GMS) which sets out Greater Manchester's vision for the future of the city region. As part of our role, we develop and deliver GM's transport vision, strategic plans and policies on behalf of GMCA and the ten local authorities.

Our long-term strategic plan is the Greater Manchester Transport Strategy 2040, which sets our vision for transport in GM and what we want to deliver. Delivery of this vision requires an ambitious strategy, innovative policy and careful, long-term planning, driven by insight and engagement with key stakeholders.

We will continue to do this by developing plans that help us to sustain, grow and transform the Bee Network and deliver the ambitions and outcomes outlined in the refreshed GMS.

The GMS contains the longer-term measures that we want the Bee Network to achieve or support. These are reflected in the measures in this plan.

Areas of focus for 2025–6

Spending Review and Integrated Settlement

Greater Manchester now receives funding through an “Integrated Settlement” from Government. This means we now have a greater say over how we spend our funding. It also defines a number of transport-related outcomes for our communities that we have to deliver. So, we need to make sure we both deliver the outputs we say we will; and have the right mechanisms in place to monitor and report on the positive impact they have on the city region. To support this, we need the right processes in place to allow the Mayor and Local Authority Leaders to make decisions on how and where to allocate funding.

Connecting people, places and opportunities

Working with GM Local Authorities, GMCA and other partners, and building on the refreshed Greater Manchester Strategy, we will consult on a new Local Transport Plan (LTP), to 2040, for Greater Manchester, starting in Autumn 2025. Taking an insight-led and inclusive approach, with a clear focus on growth, we will also produce a 10-year Transport Infrastructure Pipeline and Delivery Plan in support of a Greater Manchester Integrated Pipeline; and Local Implementation Plans for each local authority by the end of 2025. Together, these important plans will set out a clear vision for the future of transport in GM.

A green, clean city region

We will deliver the interventions and targets set out in our Corporate Environment Plan, in support of the GM target to be carbon neutral by 2038. We will deliver the investment-led GM Clean Air Plan (including interventions on local measures, taxis and decarbonising our buses) and continue to work towards a 100% zero emission bus fleet by 2030.

Supporting our people and places

We will improve our understanding of GM’s diverse communities and support efforts to reduce inequalities in all aspects of life across the city region. We will provide access to opportunities, remove barriers to travel, work to enable healthier lifestyles and actively encourage meaningful participation. We will support our local authorities’ ambitions for their places and support young people to build bright futures.

A thriving economy built by and benefiting everyone

Through our work on the [Places for Everyone Plan](#) and the [Growth Locations](#), we will continue to develop transport proposals that underpin sustainable growth. Linked to the new Local Transport Plan, this work will set out the transport interventions to support growth and regeneration, delivery of new homes and jobs to realise opportunities in all parts of the city region. Aligning to the wider Infrastructure Pipeline, we will help unlock access to economic opportunity, employment and improved skills across Greater Manchester, supporting people to Live Well.

Key milestones

Deliverable/milestone	Date
Publish the draft Local Transport Plan (LTP) for consultation	September 2025
Implement and monitor delivery against the Integrated Settlement Outcomes Framework	March 2026

Strategic objective 2

Operate and sustain a safe, green, customer centric, integrated transport system

CELT Sponsors: Danny Vaughan, Chief Network Officer and Fran Wilkinson, Customer & Growth Director

We're all about keeping GM moving and growing. We support the 5.6 million trips on the city region's transport network every day. We want to grow passenger numbers on public transport and increase the number of people cycling, wheeling and walking. We want our customers to have a great experience that makes them use public transport and active travel more and spread the word about the Bee Network to their friends and family.

The Bee Network is about more than just buses, trams, bikes and roads. It also includes our facilities, services, systems and information that sit alongside them. We make sure that information and ticket offices, interchanges, bus stations, stops and shelters are safe, accessible, clean and well-run. We're also working to make travel easier and more affordable through better customer information, the Bee Network app and integrated fares and ticketing.

Our aim is to continuously improve the customer experience across the whole network and in every part of GM, which will be essential to getting more people on board and using public transport.



5 year measures

- Increase the share of journeys by public transport and active travel in GM from 39% to 44% by 2030, with a focus on affordability, accessibility and integrated journeys.
- Increase customer satisfaction from 70% to 86% by March 2030 through consistent service improvements, infrastructure upgrades and data-driven customer initiatives.
- Consistently above 80% punctuality on buses and 90% punctuality on trams by March 2030.
- Year-on-year improvement to our passengers' perception of safety on our network from 73% to 80% within five years.
- Vision Zero: 50% reduction in deaths and life-changing injuries on our roads by 2030.

Areas of focus for 2025–6

Across the Bee Network we will focus on:

Operational excellence

Making the basics better by delivering targeted operational and customer-facing improvements to bus and tram services. For bus, the focus will be on reliability. We'll take a data and insight-led approach to our interventions, to reach performance levels consistently above 80% mid-point punctuality in all parts of GM. This will be underpinned by a programme of targeted interventions on our highways, focused on dealing with congestion. On Metrolink, our focus will be on optimising capacity in the short term and on developing plans to further increase capacity in the medium term.

Safety and security

We will work with our partners to ensure that everyone feels safe while travelling on the public transport network - especially at night. This will include introducing ever-closer working arrangements with Greater Manchester Police to review our TravelSafe arrangements and launching a TravelSafe LiveChat feature to respond to incidents and further reassure passengers.

We will continue making tangible progress on our Vision Zero action plan, to improve safety for all road users, and will finalise and implement a Bee Network Safety Plan with operators and trade unions.

Customer Experience

We'll work to improve customer satisfaction across all customer points of contact by focusing on service quality, accessibility, accuracy of information and responsiveness.

Environment

We will establish a robust baseline for recording the environmental impact of the Bee Network and set targets to reduce the impacts from our operations, infrastructure and supply chain.

Integration

Building on the success of integrated ticketing (Tap & Go) on bus and tram, we will make progress towards further integrating active travel (including cycle hire) and rail journeys into the Bee Network.

Sustainability

We will upgrade our existing assets through renewal and targeted investment with a focus on safety, performance and customer service improvements.

Key milestones

Deliverable/milestone	Date
Produce an Operational Excellence Plan for bus and tram, underpinned by highways interventions	July 2025
Launch a Bee Network Safety Plan	July 2025
Set out plans to enhance capacity of tram services in the short and medium term, particularly for special events	August 2025
Launch the digital Our Pass, including online applications and 18-21-year-old half price travel pass	September 2025
Launch Travelsafe Live Chat with improved response and reassurance for passengers	October 2025
Initial integration of active travel into the Bee Network and other systems	January 2026



Strategic objective 3

Grow and transform the transport network in Greater Manchester

CELT Sponsor: Danny Vaughan, Chief Network Officer and Martin Lax, Transport Strategy Director

The Bee Network is GM's vision for a joined up, London-style transport system. By bringing together the different parts of our transport network, we will create a one-stop-shop for travel across the city-region, making it easier for people to choose the right forms of transport to get where they need to go.

By improving the way we work, we will use our funding to invest in and deliver new infrastructure, technology and operational initiatives. We will continue to improve our existing infrastructure and grow the Bee Network so that more people have easy access to public transport, making it the natural choice for travel in GM and supporting our Right Mix targets and the Greater Manchester Clean Air Plan.

We will also, as a key priority, expand the Bee Network to integrate commuter rail with other types of transport.

5-year measures

- Increase the number of people living in GM with close access to bus, Metrolink and active travel facilities.
- Increase the completed portion of the planned GM Bee Active Network from 4% to 20%.
- Integrate 8 commuter rail lines into the Bee Network by 2028.
- 100% of the bus fleet to be zero emission by 2030.

Areas of focus for 2025–6

Infrastructure pipeline

We will work across GM to develop the Integrated Pipeline, ensuring transport projects are fully integrated with plans for growth. We will sustain and grow the existing network, with a relentless focus on delivering on time and to budget, including:

- Maintaining and improving our existing Metrolink and other assets.
- Delivering highways works such as Quality Bus Transit schemes and other interventions, to improve bus performance.
- Progressing active travel infrastructure projects and programmes.

We will also bring forward schemes that aim to transform the Bee Network, including:

- New Metrolink lines and extensions, aligned with CRSTS commitment to develop one scheme and establish the next two schemes.
- Additional Metrolink fleet.
- Full electrification of GM's buses.

Growing the Bee Network

By shaping and developing services and infrastructure, we will continue to grow the Bee Network by:

Integrated Bee Network reviews: Completing the first network reviews across Bolton and Wigan, followed by a programme of reviews across other areas of GM.

Bus Service enhancements: Delivering additional 24/7 night-time transport pilots; developing and delivering options around events and demand responsive and school services, including Special Educational Needs Disability (SEND) transport; and aligning and accelerating bus infrastructure programmes including Manchester City Centre, radial and orbital routes, using bus performance and safety data to prioritise our interventions.

Bus fleet: Decarbonising the bus fleet by continuing to roll out zero emission buses, including depot electrification, targeting 100% of the bus fleet to be zero emission by 2030.

Metrolink: Planning and development for the short, medium and long-term, including system renewals, service changes, new stops, lines and extensions, new fleet, the tram-train Pathfinder, and examining underground metro options; and integrating this work into the existing and future rail network.

Active travel: Delivering the Bee Active Network, including key routes, crossings and junctions, and looking at options to expand the Starling Bank Bike Hire scheme

Integrating and transforming rail

A major part of the next phase of the Bee Network will be integrating rail with bus and tram, as part of a joined-up plan for rail in Greater Manchester. We will do this by:

GM Rail: Continuing work to integrate eight commuter rail lines into the Bee Network by 2028; making rail stations more accessible; improving and integrating the customer experience; co-branding GM rail stations and introducing Multi Modal Pay-As-You-Go (Tap & Go) fares and ticketing.

Northern Powerhouse Rail (NPR)/High-Speed Rail: Working with local, regional, and national partners we will continue to build the case for, and maximise the growth opportunity for, transformational rail schemes including Northern Powerhouse Rail (NPR) from Liverpool to Manchester and beyond, as well as enhanced rail connectivity between Birmingham – Manchester.

Local authority masterplans and Rail strategic programme: Working with our local authority colleagues and rail industry partners where there are masterplans in place to improve major rail stations.

Key milestones

Deliverable/milestone	Date
Complete two Access For All accessibility upgrades to rail stations	May 2025
Publish a clear (resource and cost loaded) plan for integration of eight rail lines including: <ul style="list-style-type: none"> • Improving accessibility and customer experience including branding and information • Rail Pay-As-You-Go • Regeneration / Housing – Transport Regeneration Hubs across Growth Locations 	July 2025
Publish a Growth Plan to deliver transport growth ambitions for patronage, active travel usage and zero emission bus	August 2025
Present the next proposed Metrolink extensions to the Bee Network Committee and GMCA	September 2025
Launch the Active Travel Action Plan	September 2025
Complete and hand back all planned track Metrolink renewals work and Whitefield Tunnel works for 2025–6	November 2025
Submit the Final Business Case for the new Golbourne train station to the Department for Transport	March 2026



Strategic objective 4

Build an inclusive, high-performing organisation with a skilled and engaged workforce

CELT Sponsor: Philippa Grant, People Director

To deliver our five strategic objectives, we need to ensure our colleagues have the right skills to do the right things. We need to reflect the communities we serve, and we need to work collaboratively, effectively, and respectfully together.

Our People Team supports our colleagues to succeed, by having policies, procedures, and ways of working that strengthen and develop our workforce.



5-year measures

- **Best Companies:** Enhance our organisational culture and engagement by achieving a 2-star rating (score of 696.5) on the Best Companies Survey by 2030
- **Retain and develop our colleagues**
 - Make sure a minimum of 40% of all appointments are internal candidates.
 - Keep annual colleague turnover below agreed levels.
 - Reduce reliance and tenure of non-employee contractor resources on an ongoing basis to make sure minimal non-employee resource is used.
- **Ensure colleague skills development and engagement by:**
 - 100% completion of My Impact performance and development reviews (PDRs).
 - 100% mandatory training compliance for available colleagues.
 - Maximising our use of the apprenticeship levy for development opportunities.
- **Improving how TfGM’s workforce reflects GM’s census data:** Make year-on-year improvements, by defining and achieving equality and diversity targets. Improve our completion of self-reported diversity data to allow more accurate benchmarking.
- **Set and exceed customer-focused People Service Level Agreements (SLAs):** Make sure our regulatory reporting standards are achieved. Meet internal and external commitments through regular reporting and measurement, while striving for continuous improvement.

Areas of focus for 2025–6

Resourcing and management

We will improve our approach to talent management and succession planning to make sure we fully understand the talent and skills we have within TfGM. We will provide career pathways and opportunities for our prospective and existing colleagues. We’ll continue to find ways to increase workforce agility through identifying core transferrable skills, enabling colleagues to move to different roles across TfGM (and the Group), which will reduce our reliance on contractors. We will continue to ensure that we have the right resources (within TfGM and across the Group) focused on our priorities.

Early careers

We’ll also create more early careers opportunities at TfGM. These will range from Apprenticeships and T Levels through to internships, placement years, and work experience. Working closely with other members of the GM Group, we’ll make sure that all areas of TfGM know what options are available to achieve our early careers targets and support them with their plans.

Equality, Diversity, and Inclusion (EDI)

Building on our recent EDI survey we have developed a comprehensive workplan. We will establish more colleague networks, continue to embed our Speak Up advocate scheme and review our progress. We will develop ‘Conversations with a Leader’ into a more formalised mutual mentoring programme; refresh our Wellbeing Strategy and continue to promote our Whole Self campaign, encouraging colleagues across TfGM to share their lived experiences to develop a truly inclusive culture.

Leadership and management

We’ll invest in the skills and capabilities of our leadership teams and our managers, through high-quality and tailored learning and development opportunities. We’ll ensure that our managers have the tools they need to be successful, and that our people feel supported by their managers and leadership teams. We will work with senior leaders to evolve the ways we work so that we are even more effective and efficient.

Union engagement

Building on recent collaborative working with local trade union representatives, we will work with Passenger Transport Forum (PTF) employers and trade unions to consider future arrangements regarding pay bargaining. Increased focus will be given to the Transport Workforce Engagement Board (TWEB) to enable continuing momentum in recruitment and retention; safety; staff facilities; minimum standards; and pension provision for the Bee Network workforce.

GM collaboration

We will continue to build our ways of working with colleagues across the Group and will continue to extend this collective approach to shared activity across the GM Family, the Urban Transport Group network and beyond.

Key milestones

Deliverable/milestone	Date
Ensure our frontline colleagues are safe and supported by launching standards that support our zero-tolerance approach around threats, violence, aggression and abuse towards staff	September 2025
Complete a succession planning review for TfGM to gain a holistic view of talent and succession, key roles and opportunities	March 2026
Deliver our new Management Development Programme 'Leading – The TfGM way', to over 150 people managers across the year	March 2026







Strategic objective 5

Secure financial sustainability and efficient resource management

CELT Sponsors: Fran Wilkinson, Customer & Growth Director and Matt Bull, Director of Finance & Corporate Services

Over the last few years, local transport finances have been significantly affected by the COVID-19 pandemic and inflation. This means it is costing us more to run our network and services than it has done previously. However, the income we get, either from local and national government funding, fares or other commercial revenue, hasn't increased at the same rate as our costs. At the same time, we've also taken on more financial risk and reward as we bring buses back under local control. We need to become more effective and efficient to deliver cost savings and increase our income to make sure we cover our costs. We also need to make sure we have enough funding set aside to manage any future risks.

5-year measures

- **Deficit:** Eliminate our current revenue deficit by the end of the financial year 2029–30.
- **Farebox and commercial income:** Increase our annual revenue from approximately £240m in 2025–6 to around £320m by the end of the financial year 2029–30, with a compound annual growth rate (CAGR) of about 6%.
- **Local and national funding:** We will grow our local and national sources of funding from around £300m in 2025–6 to approximately £400m by the end of the financial year 2029–30, with a compound annual growth rate (CAGR) of about 6%.
- **Efficiency:** We will reduce our operating costs from around 25% as a share of our total expenditure in 2025–6 to 20% by the end of the financial year 2029–30, with the percentage falling each year.
- **Risk management:** We will create a 'Bee Network Financial Reserve' with an available balance of £60-£70m by 2029 to manage risk and network change.

Areas of focus for 2025–6

Our overall priority will be ensuring financial sustainability. We will implement a further Financial Sustainability Plan (FSP3) to ensure there is sufficient organisational focus on driving income, managing costs and addressing long-term funding needs. FSP3 will outline plans for delivering the below:

Optimising fares and ticketing

Simplify and modernise ticketing solutions, and consider a future fares strategy, to increase convenience and affordability for customers and support patronage and revenue growth.

Driving growth and patronage

Increase patronage and revenue through implementing targeted marketing campaigns and strategic partnerships, particularly through events.

Increasing non-farebox revenue

Develop and deliver strategies that drive more income from advertising space, sponsorship and other activities to bring in more income from sources other than fares.

Additional funding and financial management

Make best use of internal funding (e.g. through cost (re)allocation / capitalisation); seeking additional government funding and optimising the flexibilities within the Integrated Settlement.

Cost management

Target efficiency gains, including through careful management of recruitment activities, reducing areas of duplication and improving resource agility.

Long-term financial planning

A comprehensive long-term financial planning exercise will be updated, working closely with GMCA (including through the Integrated Settlement) and the government to develop new funding models and new funding mechanisms.

Risk management

We will continue to monitor an adequate risk reserve to ensure there is adequate risk provision as TfGM takes on the demand and cost risks of fully franchised bus and Metrolink networks (and local rail services). Specific initiatives will also be focused on building financial resilience, including reaching Preferred Bidder stage on the procurement of a long-term Power Purchase Agreement which will help protect TfGM from the kind of energy price shocks seen in recent years.

Governance

We will evolve the accountability and decision-making framework to reflect the growing levels of risk - and opportunity - both within TfGM and in its relationship with GMCA, particularly under the Integrated Settlement.

Key milestones

Deliverable/milestone	Date
Present proposals for Fares and Concessions Strategy to the Bee Network Committee and GMCA (including £2 fare cap review)	August 2025
Revise the governance framework, aligned to the GMCA Group governance framework and the operationalisation of the Integrated Settlement	December 2025
Implement the new Bee Network Fares & Concessions Strategy	March 2026
Achieve a favourable position against budget at year end	March 2026

Measuring our performance

We will measure our performance using a set of metrics categorised into themes that we can all contribute to.

These themes are Customer; Operational Excellence; Growth; People; Finance; and GM Outcomes.

Each theme has an associated key metric (as already outlined earlier in the Business Plan); and a series of other detailed metrics that support the key metric.

Theme	Key metric	2025–6 metric
1a. Customer	Net Promoter Score +35 (currently +32, average since launch +25.7, target this year was +25 from baseline of +22, which we met)	<p>Trips</p> <ul style="list-style-type: none"> Targeted growth of at least 10% in multi-modal capped trips <p>Patronage</p> <ul style="list-style-type: none"> Bus: 180 million annual journeys Metrolink: 48 million annual journeys Cycle hire: 512k annual rides <p>Safety</p> <ul style="list-style-type: none"> Perception of safety increases from 73% to 80%. Fewer than 45 incidents of crime and Anti-Social Behaviour (ASB) per million passenger journeys. Increase DriveSafe completions by 3.5%
1b. Operational Excellence		<p>Reliability</p> <ul style="list-style-type: none"> Consistently >80% on time bus punctuality and >99% bus km operated. Consistently > 90% on time Metrolink punctuality and 99% tram km operated. Highways Journey Time Reliability >95%. Rail Public Performance Measure (Northern and TPE) > 80%. Rail service cancellations% <p>Safety</p> <ul style="list-style-type: none"> Reduce the number of people Killed and Seriously Injured (KSI) on our highways to below the forecast of 809 <p>Green</p> <ul style="list-style-type: none"> 30% Zero Emission Bus Fleet

Theme	Key metric	2025–6 metric
2. Growth	Capital spending within 10% of forecast.	Delivery <ul style="list-style-type: none"> • Delivery of 130km (with a stretch target of 160km) of Bee Active Network • 35 Bus Pinch Point sites complete • 8 bus corridor sites commence on site
3. People	Restore our Best Companies accreditation to 1*, up from 'One to Watch', by increasing overall engagement from 651.6 to 659.5	Recruitment and retention <ul style="list-style-type: none"> • 30% internal appointments for open positions • Staff turnover <7% Development <ul style="list-style-type: none"> • 100% performance and development reviews (PDRs) completed • 100% mandatory training completion. • Building towards 10% of workforce studying an apprenticeship or T-level by end of 2026 Leadership <ul style="list-style-type: none"> • Best Companies Leadership score of 4.5 or higher
4. Finance	Break-even position against 2025–6 budget	<ul style="list-style-type: none"> • Annual total revenue: £300m • Secure £45m per annum of multi-year bus funding for 2026–7 onwards following government spending review • Target TfGM staffing costs (including contractors) to be below budget of £110m in 2025–6
Corporate Services		<ul style="list-style-type: none"> • Audit and Assurance: 85% internal audit actions implemented on time • Information Governance: 100% FOIs responded to within 20 days • Year on year reduction in carbon emissions from TfGM operations

Our values and behaviours

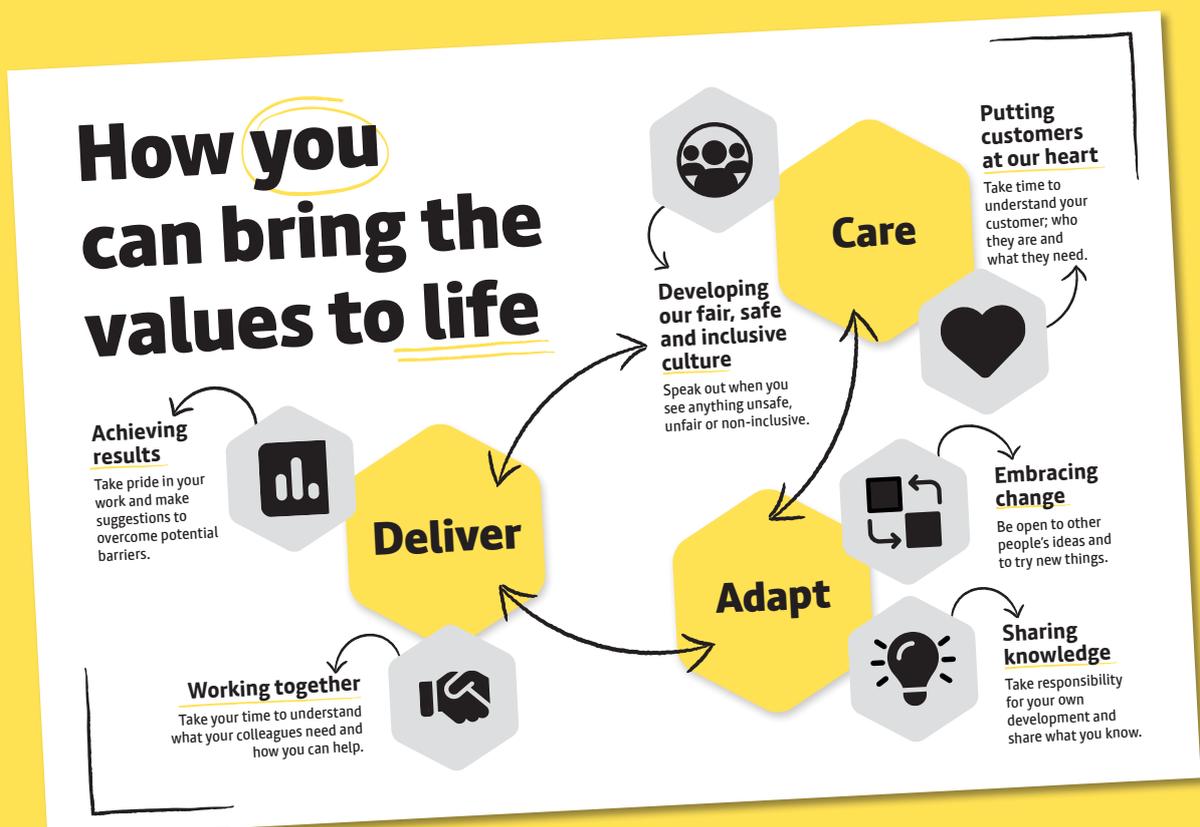
Our values are the fundamental things we believe in. They help us prioritise and make decisions. If something doesn't match with our values, we don't do it. Our values of Deliver, Adapt and Care were co-created by colleagues and set out how we will deliver our ambitions.

Our behavioural framework was also co-created by colleagues across the organisation in 2023 and describes the behaviours that help us to truly live our values. The behaviours are expectations of how we

should behave: with each other, with our customers, our suppliers, and with anyone whose life is affected by TfGM.

This behavioural framework sets out **six key behaviours**, each linked to a value – that define 'how' we should approach our work. A behaviour is what you say and do and how you say and do it, how you treat others and expect to be treated yourself.

The behaviours are **practical examples of how we should act in our day-to-day roles** to ensure we are delivering our organisational purpose of connecting people, places and opportunities – and that we are putting the customer at the heart of everything we say and do.



Planning and reporting

Developing your functional and team plans

Each strategic objective has associated areas of focus, key milestones and detailed milestones. These should drive your team or functional plan for the year. The detailed milestones can be found at the end of this plan.

Aligning your objectives to our strategic objectives and goals

Your personal objectives and development actions for the year should be set as part of [My Impact](#), our continuous performance review cycle. You should **set your personal objectives against the areas of focus, milestones and deliverables** in this plan, thinking about:

- **What you will do or deliver to support the organisation's goals:** Use the strategic objectives and areas of focus to frame and set your own personal objectives for the year.
- **How you will deliver and achieve your objectives:** Use the organisational values and behaviours to define how you'll achieve your goals.
- **Any learning and development needs:** It can also help frame any learning and development you may wish to carry out this year.

Regular, structured one-to-ones with your manager throughout the year will help you to check in on your work and development objectives and see how you're doing.

At the end of the financial year, you'll then have an end of year review with your manager to assess your progress.

Measuring our performance

We report monthly on the achievement of our milestones and on how we are performing against the targets we have set.

We will regularly share those progress reports on the intranet so you can see how we are doing.



Our Group approach

TfGM works with GMCA and Greater Manchester Fire and Rescue Service (GMFRS) as part of a Group structure; led by Chief Executive Caroline Simpson and a Group Leadership Team including the most senior officers from each organisation.

The Group's overarching collective mission is for our three organisations to work as efficiently and as effectively as we can together, to deliver our ambitions for the people of Greater Manchester. We will achieve this by bringing together our collective skills, resources and experiences, while increasing our engagement and collaboration with our wider partners including Greater Manchester's ten councils, the NHS, Greater Manchester Police, businesses, and voluntary, community, faith and social enterprise (VCFSE) organisations.



Defining our Group

The Group is	The Group is not
<ul style="list-style-type: none"> • GMCA, GMFRS, TfGM under shared leadership, working better together • Clear in its role: as “one of the eleven” with our ten local councils, focused on delivery and convening and facilitating the GM system • An enabler to leveraging our collective skills, resources and experience to help achieve our mission for Greater Manchester • A “place-first” approach to strategic planning, working with our local authorities to drive the best outcomes for our residents and businesses • A “group-first” approach - seizing opportunities to be more efficient - doing things once, together 	<ul style="list-style-type: none"> • A merger of GMCA, GMFRS and TfGM • A rebrand: the TfGM, GMFRS and GMCA brands are strong and valued • Diminishing the sovereignty of GMCA, GMFRS, TfGM or any of the local councils • A replacement of the Fire Plan and its Annual Delivery Plans, or the TfGM and GMCA Business Plans • An intent to take any powers away from local authorities • A central, resource heavy, “ivory tower” • A one size fits all approach in terms of working together in functions and activities - there are already a number of examples of shared working, but all are different

The Group approach and actions to establish it were agreed with GMCA’s Resources Committee at its meetings in October 2024 and January 2025. Further actions are planned during 2025–6 to further evolve our Group, focusing on organisational development, integrated settlement readiness, governance, corporate services and stakeholder management.

Group Priorities

For 2025–6, the Group Leadership Team (GLT) has set seven priority areas of focus which will be progressed across all three organisations:

- 1. Define greater purpose** – Through the refresh of the Greater Manchester Strategy (GMS) and Delivery Plan, ensure everyone understands the overarching goals and objectives. This clarity will guide our actions and decisions, aligning them with our strategic vision.
- 2. Delivery** – Focus on ensuring progress by maintaining a laser-focus on our priorities and translating them into actionable steps. This means setting clear milestones, monitoring progress, and adapting as necessary to achieve our goals.
- 3. Organisational development** – Continue evolving the group by refining how we work and how we feel about our work environment. This includes fostering a culture of continuous improvement, innovation, and employee well-being.

- 4. Government engagement** – Maintain momentum in our relationships with government, ensuring Greater Manchester remains at the forefront of English devolution. This involves proactive communication, collaboration, and advocacy to support GM’s ambitions and the priorities of the GMS.
- 5. Relationships** – continue to develop and nurture open, honest, meaningful, and trusted relationships within the group and with our external partners. Through this, enable effective convening of the GM system, collaboration, mutual support, and achieving shared goals.
- 6. Delivering our budgets** – Ensure effective and efficient delivery across all our activities by managing resources wisely, optimising expenditures, and maintaining financial accountability
- 7. How we come together as a group** – Realise the added value of working as a cohesive group, enabling all three organisations to thrive and develop. This involves leveraging collective strengths, sharing knowledge, and fostering a collaborative environment that enhances overall performance.



Key and detailed milestones

The key milestones in this plan that are listed under each strategic objective are the headline things we need to deliver this year. They are underpinned by a huge number of supporting activities and projects that we are all involved in, which

we've called detailed milestones. Both key milestones and detailed milestones are outlined below.

We all play a vital role in delivering all those things, so, it's really important that everyone can see how what we do on a day-to-day basis contributes to us achieving both the key milestones and the detailed milestones; as well as the targets we set ourselves for performance.

Strategic objective 1

Ensure transport is an enabler to achieve city region outcomes

Key and detailed milestones		
Number	Deliverable/milestone	Date
1.1	Produce the Corporate Environment Plan Annual Report	July 2025
1.2	Taxis: Recommendations on the options for using the available Hackney funding	July 2025
1.3	Produce the draft Local Transport Plan (LTP) for public consultation (Key Milestone)	September 2025
1.4	Report setting out findings and recommendations from engagement with the taxi trade	September 2025
1.5	Final draft of the Local Transport Plan Delivery Plan	December 2025
1.6	Refresh the Inclusion and Equalities Strategy and publish an annual report	March 2026
1.7	Implement and monitor performance of the investment-led GM Clean Air Plan	March 2026
1.8	Procure government-subsidised electric charge points (ECPs) across the region	March 2026
1.9	Implement and monitor delivery against the Integrated Settlement Outcomes Framework (Key Milestone)	March 2026
1.10	Agree the second Integrated Settlement Outcomes Framework (for 2026/27)	March 2026

Strategic objective 2

Operate and sustain a safe, green, customer centric, integrated transport system

Key and detailed milestones		
Number	Deliverable/milestone	Date
2.1	Finalise the plan for the future of TravelSafe, including future working arrangements with GMP	May 2025
2.2	Start the procurement for the Metrolink Operations and Management Agreement (MOMA) from 2027	May 2025
2.3	Pre-market engagement for the capital works framework for Metrolink	May 2025
2.4	Establish a customer panel and 'mystery shopping' arrangements	June 2025
2.5	Finalise the roadmap for further active travel integration	June 2025
2.6	Produce an Operational Excellence Plan for bus and tram, underpinned by highways interventions (Key Milestone)	July 2025
2.7	Finalise the Customer Experience Strategy and Action Plan	July 2025
2.8	Launch a Bee Network Safety Plan (Key Milestone)	July 2025
2.9	Start the procurement of a long-term contract for maintaining bus and Metrolink shelters	September 2025
2.10	Review Cycle Hubs and develop an Improvement Plan	August 2025
2.11	Set out plans to enhance capacity of tram services in the short and medium term, particularly for special events (Key Milestone)	August 2025
2.12	Submit GM Lane Rental proposition to the Secretary of State for consideration	October 2025
2.13	Develop a customer experience training programme	September 2025

Strategic objective 2 Key and detailed milestones continued

Number	Deliverable/milestone	Date
2.14	Develop a Regional Centre Highway Network Management Plan to reduce congestion	September 2025
2.15	Launch the digital Our Pass, including online applications and 18-21-year-old half price travel pass (Key Milestone)	September 2025
2.16	Evolve working arrangements to meet current and future Bee Network requirements including 24/7 operation; enhanced oversight of franchises; integrating rail into the Bee Network; and implementing new requirements such as the Light Rail Security Programme and Martyn's Law	September 2025
2.17	Launch TravelSafe LiveChat with improved response and reassurance for passengers (Key Milestone)	October 2025
2.18	Implement the Tram Safety Improvement Programme into operation	October 2025
2.19	Undertake full highway route analysis along three worst performing bus corridors, making changes to deliver operational improvements	January 2026
2.20	Install average speed cameras along 25 routes	January 2026
2.21	Initial integration of active travel into the Bee Network and other systems (Key Milestone)	January 2026
2.22	Extend the Metrolink Trafford Park line service through the City Centre (to Crumpsall)	February 2026
2.23	Upgrade/convert 30 existing pedestrian crossings located within 200m of schools from pelican to puffin crossings	March 2026
2.24	Produce risk maps and create safer roads investment plans focused on the highest risk routes within the Key Route Network	March 2026
2.25	Complete 35 Bus Pinchpoint and Maintenance schemes to support network performance	March 2026

Strategic objective 3

Grow and transform the transport network in Greater Manchester

Key and detailed milestones		
Number	Deliverable/milestone	Date
3.1	Develop an approach and delivery programme for a GM-wide proposition for SEND transport	May 2025
3.2	Complete two Access for All accessibility upgrades to rail stations (Key Milestone)	May 2025
3.3	Complete Bus Reform Progress Report	May 2025
3.4	Set out the next proposed to the Bee Network Committee and GMCA (Key Milestone)	September 2025
3.5	Metrolink Next Generation Vehicles & Tram-Train Pathfinder: mid-point review of the Outline Business Case complete, setting the direction for a new fleet to provide capacity and enable tram-train connectivity	June 2025
3.6	Publish clear (resource and cost loaded) plan for integration of eight rail lines including: <ul style="list-style-type: none"> • Improving accessibility and customer experience including branding and information • Rail Pay-As-You-Go • Regeneration / Housing – Transport Regeneration Hubs across Growth Locations (Key Milestone)	July 2025
3.7	Support the Liverpool-Manchester Railway Board and Partnership Board on input to Spending Review and National Infrastructure Strategy	June 2025
3.8	Complete network connectivity assessment across GM, to inform priority areas for network reviews	June 2025
3.9	Deliver an evaluation of the existing night-time transport pilot and set out proposals for further interventions, including launching a night bus service in the tranche 2 area	July 2025

Strategic objective 3 Key and detailed milestones continued

Number	Deliverable/milestone	Date
3.10	Publish a Growth Plan to deliver transport growth ambitions for patronage, active travel usage and zero emission bus. (Key Milestone)	August 2025
3.11	Establish a 12-month Delivery Plan for Liverpool-Manchester Railway supported by the Partnership Board	August 2025
3.12	Develop a detailed programme for integrating neighbourhood transport into the Bee Network in 2027, incorporating Ring and Ride and Local Link	August 2025
3.13	Launch the Active Travel Action Plan (Key Milestone)	September 2025
3.14	Start Bee Network rail stations change projects at Piccadilly and Salybridge	October 2025
3.15	Complete and hand back all planned track renewals work and Whitefield Tunnel works for 2025–6 (Key Milestone)	November 2025
3.16	Present GM-wide plan for bus network reviews to Bee Network Committee	November 2025
3.17	Complete consultation on Bolton and Wigan bus network reviews.	November 2025
3.18	Commence re-procurement of the T1 small franchises, and approve the pipeline and process of future bus re-procurements	November 2025
3.19	Complete the Strategic Outline Business Case for a proposed extension of Metrolink to Stockport	December 2025
3.20	Start the procurement activities for new bus depots at Stockport and Central Park	TBC
3.21	Complete enhancements of Salford Central station	December 2025
3.22	Develop proposals and case for NPR and High speed rail, including Piccadilly and Airport high speed stations to support engagement with Rail Minister and DfT in advance of Hybrid Bill restart	December 2025

Strategic objective 3

Key and detailed milestones continued

Number	Deliverable/milestone	Date
3.23	Develop a GM Travel Hub and Park & Ride Plan	December 2025
3.24	Shortlisting for the next three Interchanges	December 2025
3.25	Further develop proposals for Old Trafford and associated freight moves	December 2025
3.26	Deliver a plan for the rollout of bikes on trams	January 2026
3.27	Complete the next phase of depot electrification at Ashton and Middleton	February 2026
3.28	Commence work on site for eight Bus Orbital Corridor and City Centre Radial schemes	February 2026
3.29	Start construction of the Tyldesley Travel Hub, including Park & Ride	March 2026
3.30	Complete the Outline Business Case for the Metrolink Stop at Sandhills	March 2026
3.31	Start on-site construction for the first phase of the Bury Interchange redevelopment	March 2026
3.32	Complete eight Active Travel schemes and start work on a further 10	March 2026
3.33	Submit the Final Business Case for the new Golborne train station to the Department for Transport (Key Milestone)	March 2026
3.34	Start construction of another four 'Access for All' stations	March 2026

Strategic objective 4

Build an inclusive, high-performing organisation with a skilled and engaged workforce

Key and detailed milestones		
Number	Deliverable/milestone	Date
4.1	Establish at least two further colleague networks on themes of gender and culture	June 2025
4.2	Ensure our frontline colleagues are safe and supported by launching standards that support our zero-tolerance approach around threats, violence, aggression and abuse towards staff. (Key Milestone)	September 2025
4.3	Implement a Colleague Engagement Group	September 2025
4.4	Complete a succession planning review for TfGM to gain a holistic view of talent and succession, key roles and opportunities. (Key Milestone)	March 2026
4.5	Report on Ethnicity Pay Gap alongside Gender Pay Gap reporting	March 2026
4.6	Improve TWEB effectiveness, including greater emphasis on effective subgroup ways of working, holding four full Boards during the year	Ongoing
4.7	Deliver our new Management Development Programme, 'Leading the TfGM way' to over 150 people managers across the year (Key Milestone)	March 2026

Strategic objective 5

Secure financial sustainability and efficient resource management

Key and detailed milestones continued		
Number	Deliverable/milestone	Date
5.1	Seek Executive Board approval of Financial Sustainability Plan 3 (FSP3). FSP3 will be a plan to deliver the below measures.	June 2025
5.2	Present proposals for Fares and Concessions Strategy to the Bee Network Committee and GMCA (including £2 fare cap review) (Key Milestone)	August 2025
5.3	Agree a Partnership and Sponsorship Strategy to grow commercial (non-farebox) revenues	September 2025
5.3	Agree and implement an Events Strategy to grow commercial (non-farebox) revenues	September 2025
5.4	Resolve material commercial issues in each of the bus franchise areas (T1, T2 and T3)	September 2025
5.5	Finalise Data and Insight Review and commence implementation of recommendations	September 2025
5.6	Revise the governance framework, aligned to the GMCA Group governance framework and the operationalisation of the Integrated Settlement (Key milestone)	December 2025
5.7	Develop a transaction structure to fully electrify the bus sector and market test	December 2025
5.8	Finalise the power purchase agreement – a long term agreement for renewable energy source to support the supply of TfGM's energy.	December 2025
5.9	Jointly work up proposals for a new funding model to be worked with government (including Treasury) following the Spending Review	[TBC]
5.10	Develop and implement a Digital/AI Investment Plan to drive organisational efficiencies and free up staff time/increase productivity	March 2026
5.11	Implement the new Bee Network Fares & Concessions Strategy (Key Milestone)	March 2026
5.12	Achieve a favourable position against budget at year end (Key Milestone)	March 2026

The vision for Greater Manchester

We want Greater Manchester to be a thriving city region where everyone can live a good life.

Drives our TfGM and Bee Network mission statements

To be the enabling force behind journeys for all

To deliver seamless, affordable, safe and sustainable journeys for all

With customers at the heart of everything we do

Our customer commitments
Safe Accessible Reliable
Affordable Accountable Sustainable

We have defined our strategic objectives

Ensure transport is an enabler to achieve city region outcomes

Operate and sustain a safe, green, customer-centric integrated transport system

Grow and transform the transport network in GM

Build an inclusive, high-performing organisation with a skilled and engaged workforce

Secure financial sustainability and efficient resource management

And our performance themes and KPIs

Customer

Operational Excellence

People

Finance

Growth

Which we will reflect in our team and personal objectives

Functional Plans → My Impact

And deliver in line with our values

Adapt

Deliver

Care



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