



Metroshuttle 3
Piccadilly Station

METROSHUTTLE

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10 . Implementation

10.1 Governance

Following 20 years of voluntary co-operation through the Association of Greater Manchester Authorities (AGMA), the Greater Manchester authorities have now received a Ministerial decision to establish the Greater Manchester Combined Authority (GMCA), which will become the accountable focus across Greater Manchester for integrating economic development, regeneration, planning, housing and transport policies. The authorities also see a Local Enterprise Partnership (LEP) as a key component of these governance arrangements to build on the unique public and private partnership that is already in place. LEPs have been promoted by the Government as a key element of its localism strategy. The Greater Manchester LEP represents a further opportunity for Greater Manchester's businesses, local authorities and our key partners to build upon a long period of voluntary collaboration to achieve a step change in our ability to secure private sector led economic growth, whilst ensuring our residents are able to benefit from, and actively contribute to, this growth. Together, the Greater Manchester Combined Authority and the LEP will enable the private sector to play an even more active leadership role in securing economic growth and allow for the effective alignment of decision making and delivery in key areas such as economic development, regeneration, planning, transport, housing, inward investment, business support, marketing and tourism, and employment and skills.

The reformed public sector governance system also includes a new approach to the way in which transport systems are managed in Greater Manchester. The current transport governance arrangements have been re-focused around the new "Transport for Greater Manchester" which will provide an enhanced focus on coordinating transport and economic regeneration objectives to effectively prioritise and deliver initiatives that best support the GMS objectives. Alongside this, we are developing with the Government new models of working (or "protocols") for local rail, highways and bus systems.

Transport for Greater Manchester takes on the former responsibilities of GMPTE, and additional responsibilities in respect of traffic signals, transport studies and forecasting, network management and road safety (all of which were previously co-ordinated across the conurbation by various AGMA-funded bodies). Transport for Greater Manchester will ultimately report to the Greater Manchester Combined Authority. However, most direction will be given by a new Transport Committee, comprising members of all ten authorities, which will have delegated powers from the Greater Manchester Combined Authority. The division of responsibility between Transport for Greater Manchester and Local Highway Authorities in these four areas is summarised below.

Area	Transport for Greater Manchester	Local Authority
Traffic Signals	<ul style="list-style-type: none"> • Manage signals to take account of both the strategic and local road networks • Design, construction & maintenance 	<ul style="list-style-type: none"> • Identify locations for new signals • Inform Transport for Greater Manchester of priorities • Complementary highway works at signal locations
Studies/forecasting	<ul style="list-style-type: none"> • Strategic transport analysis and advice service • Maintain databases • Traffic counts, transport surveys, modelling and advice to local highway authorities 	<ul style="list-style-type: none"> • Identify required studies and forecasting work needed • Use outputs from Transport for Greater Manchester work
Network Management	<ul style="list-style-type: none"> • Provide safety and travel information • Behavioural change campaigns • Co-ordination of enforcement across agencies • Proactive management of street works, events & incidents • Resilience plans for the strategic network 	<ul style="list-style-type: none"> • Appoint a Traffic Manager for each local authority • Junction and traffic lane improvements • Traffic management • Co-ordination of streetworks • Parking and bus lane enforcement
Road safety	<ul style="list-style-type: none"> • Analysis of data • Advice on strategy 	<ul style="list-style-type: none"> • Highway measures to improve safety • Speed management strategy • Enforcement actions • Training & education • Measures for reducing casualties

The new governance arrangements are aimed not only at improving joint working within Greater Manchester. New models of working (or protocols), described in Section 2.1, have been developed for local rail, highways and bus systems. These are aimed at securing improved outcomes for Greater Manchester from central agencies (Department for Transport, Network Rail and the Highways Agency) to facilitate the delivery of the Greater Manchester Strategy. The more robust internal governance arrangements and accountability, put in place through the Greater Manchester Combined Authority, have enabled us to secure greater powers for the conurbation through these protocols.

Localism

In securing the transfer of powers from central government to Greater Manchester, and through greater local accountability, the new governance arrangements are entirely consistent with the Government's Localism agenda. While investment in major schemes will be prioritised to deliver the Greater Manchester Strategy, local transport schemes and maintenance will be developed and delivered at the local level, as set out in Local Area Implementation Plans.

In the first few years of this strategy, funding for small schemes through the 'Integrated Transport Block' will be much lower than in recent years (although funding for highway maintenance will be maintained). As a priority, we will therefore be seeking additional funding sources to deliver local improvements in sustainable transport. These are discussed in section 10.2. In particular, our bid to the Local Sustainable Transport Fund is focussed on active travel, delivery of smart travel information and promotion, and local network efficiency and accessibility enhancements.

10.2 Funding

Greater Manchester Transport Fund

During 2009, we undertook a programme of work to prioritise major transport investment proposals in Greater Manchester. The aim of this process was to rank schemes which should be delivered first when funds became available. Schemes were prioritised on the basis of their impact on employment growth and GVA, subject to improving social and environmental outcomes. Deliverability and state of readiness were also an important consideration. A key output of the work was to inform Greater Manchester's advice to 4NW (the former North West Regional Leaders Board) on the proposed spend for the Regional Funding Allocation, which had at that time identified £448 million for major schemes in the conurbation in the period 2009-2019. It also identified a funding package to bridge the gap between the total cost of the schemes and the available RFA. The Greater Manchester Transport Fund (GMTF) is a Major Transport Scheme Prioritisation and Funding Strategy and was agreed by AGMA on 24 July 2009. The investment package is funded from various sources including the Regional Funding Allocation from the Department for Transport, the annual levy for transport services, a topslice from the Greater Manchester Integrated Transport Block (LTP), and local/third party contributions.

Transport for Greater Manchester will repay the borrowings from a combination of: Metrolink net revenues (revenues net of operating, maintenance and other related costs); annual ring-fenced levy contributions; and local revenue contributions.

The priority schemes within the GMTF are as follows.

Schemes Currently Being Delivered
Metrolink: Droylsden to Ashton
Metrolink: Chorlton to East Didsbury
Metrolink: Oldham Town Centre
Metrolink: Rochdale Town Centre
Metrolink: Airport Line
Altrincham Interchange
Bolton Interchange
Leigh-Salford-Manchester Busway
Ashton Northern Bypass
Park and Ride
Schemes Awaiting Department for Transport Funding Decisions²¹
Cross City Bus

Schemes Being Developed
Metrolink: Second City Crossing
SEMMMS Road Scheme
Longdendale Integrated Transport Strategy
Wigan Inner Relief Road
Rail Station Improvements
Other Priority Schemes
Metrolink: Trafford Park
Stockport Interchange
Stockport Town Centre Accessibility Improvements
Transport Improvements in the North Bury and West Rochdale corridors

Central funding for transport schemes has been reduced following the Comprehensive Spending Review in 2010. We will be seeking additional funding sources to add to GMTF as necessary.

²¹ Rochdale Interchange (not part of GMTF) is also awaiting a Department for Transport funding decision.

Minor Works and Maintenance

As described above, we are committed to delivering a substantial investment in major schemes through the GMTF, and this includes making a contribution from local funding from the Integrated Transport Block (ITB or 'minor works' funding). As a result of the economic situation, the Government has reduced the level of ITB funding nationally. This means that we have had to make hard choices in the short term and focus all of the ITB on supporting the committed major schemes, some of which are already under construction.

In the first three years, therefore, the District Councils will be seeking to identify their own internal funding to deliver small local schemes (their programmes are summarised in section 10.3 and described in detail in the Local Area Implementation Plans). We will, however, be looking to protect funding for highway maintenance as a local priority. In year 4, when ITB is scheduled to increase again, we will once more be able to use it to deliver a programme of minor works. Our plans to secure funding from alternative sources are described below.

In addition to highway maintenance, all the authorities will continue to provide a range of services not funded from ITB, as their budgets permit. For example, Transport for Greater Manchester will provide a range of passenger information services, tendered bus and school services, Ring and Ride and concessionary fares. District Councils will continue to provide services such as street lighting, parking services and school crossing patrols.

The level of funding provided by Government for the Integrated Transport Block and for Maintenance during the Comprehensive Spending Review period (2011/12 to 2014/15) is shown in the following table.

Block Allocations	Final allocations		Indicative allocations	
	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Integrated Transport	21,462	22,893	22,893	32,193
Highways Capital Maintenance	27,434	26,153	25,323	23,542

Other Funding Sources

The current economic situation has led to a significant reduction in the resources available for Greater Manchester authorities. In order to continue to deliver the Greater Manchester Strategy, an approach is being developed to align spending from a number of key funding streams and focus it on projects that will increase productivity and generate an economic return, so making it available for re-investment in other projects. The North West Evergreen Fund will be the main vehicle for this, supported by the national Regional Growth Fund, the European Regional Development Fund (ERDF) and Social Fund (ESF).

A Single Investment Framework is being developed to assess projects, using a balanced scorecard approach. This will provide a standardised qualitative and quantitative assessment of strategic fit

with the GMS, return on investment, deliverability and alignment to other investment in Greater Manchester and optimise design in relation to the funding streams available. It will extend the approach already used in developing the GMTF (described above) to ensure a common framework across a number of traditionally separate areas of activity, such as housing and regeneration as well as transport.

In February 2011, the Government published a White Paper: 'Creating Growth, Cutting Carbon', which aims to encourage greater use of public transport and more walking and cycling. It sets out a vision for local solutions which together will have a national impact. A key measure in the White Paper is a £560 million Local Sustainable Transport Fund to address the urgent challenges of building economic growth and tackling climate change, as well as delivering cleaner environments, improving safety and increasing levels of physical activity. We recognise this as a significant opportunity to deliver the small scale local schemes that will enable communities to switch to sustainable travel for many of their journeys and bring about an improvement in the health and wellbeing of the population. We will be submitting a bid of up to £50 million to DfT and if successful it would enable us to stretch our targets in a number of areas and ensure that local communities gain the benefit from our investment in the network.

10.3 Implementation Plans

Local Area Implementation Plans have been prepared for each of the ten District areas in Greater Manchester, and are available on the LTP3 website www.tfgm.com/LTP3. The key local challenges and spending proposals in the period 2011/12 to 2014/15 are also summarised in the 'Implementation Spend Profiles' document, located on the website.