

Greater Manchester's
Draft Final
Second Local Transport Plan
2006/7 – 2010/11

Synopsis

GREATER MANCHESTER DRAFT FINAL LTP2

Introduction

The second Greater Manchester Local Transport Plan (LTP2)¹ outlines the approach being taken by the Greater Manchester authorities towards transport planning and investment for the period 2006/7 to 2010/11. It builds upon the principles and context of the Provisional LTP2, submitted in July 2005. Since that time work has continued on strategy development, including the Accessibility and Bus Strategies, which have to be submitted with the final Plan. Authority work programmes have been further developed, along with the Plan's targets and trajectories.

The Plan focuses resources on a five-year programme designed to tackle the key problems and issues affecting the shared Department for Transport/Local Government Association priorities (Tackling Congestion, Delivering Accessibility, Safer Roads, Better Air Quality, Other Quality of Life Issues). Wherever possible, schemes are designed to benefit a range of strategies particularly economic, social, environmental, and health. There is a particular emphasis on measures which encourage the journey to work and school to be undertaken by more sustainable modes, given that the peak periods at which these trips occur are the times when the networks are under the greatest stress. Tackling these issues holistically will enable us to facilitate continued economic activity yet achieve the greatest impacts on particularly congestion and air quality, which in turn will have a positive impact on health. Furthermore, the accessibility strategy prioritises key measures for improving access to essential services to assist social inclusion, which in turn will assist economic growth and should also have positive benefits to health, particularly by improving access to healthcare. The road safety strategy targets the key locations where improvements would have the greatest impact on reducing the number of people killed and seriously injured in road accidents, whilst the maintenance strategy prioritises expenditure which not only meets local needs but also contributes to LTP objectives concerning economic and urban regeneration, social inclusion, and environmentally sustainable transport. This approach seeks to maximise the effectiveness of solutions in order to achieve high levels of value for money.

The Plan is consistent with the emerging framework set out in the Regional Transport Strategy contained within the draft Regional Spatial Strategy (RSS) with its particular emphasis on developing high quality public transport, better management of the highway network, improved access to Manchester Airport and developing integrated networks for walking and cycling. The Plan is also consistent with the transport investment and management priorities set out in draft RSS. Final LTP2 also takes account of the Regional Economic Strategy ministerial submission, published in January 2005, with its emphasis on facilitating the conditions for sustainable growth, in particular increasing the use of public transport, tackling congestion and improving the accessibility of Manchester Airport and the designated Strategic Investment Sites.

To take forward the Northern Way Growth Strategy, significant analysis and forecasting has been undertaken to assist with the development of the City Region Development Plan (CRDP). This work has assessed the potential for growth of the key growth sectors identified in the Regional Economic Strategy within the Manchester City Region. These forecasts have been input into our Strategy Planning, Public Transport and Sub-Regional Highway Network models to help understand the land-use and transport implications and develop a strategy to accommodate the growth in the most sustainable way. Hence this modelling work has helped to inform the development of the Sub-Regional Spatial Strategy and the CRDP Implementation Plan as well as further development of the Greater Manchester Integrated Transport Strategy, on a common basis to assist integration of the strategies.

¹ Prepared jointly by Bolton MBC, Bury MBC, Manchester CC, Oldham MBC, Rochdale MBC, Salford CC, Stockport MBC, Tameside MBC, Trafford MBC, Wigan MBC and GMPTA/E

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LTP2 provides the first five-year investment programme for transport to help to deliver these strategies. The forecast is that there will be an increasing number of jobs created across the conurbation over the next five years with a significant proportion locating in the Regional Centre. The aim is to accommodate the trips generated by these jobs without significantly increasing congestion. Given that major schemes take a long-time to deliver, LTP2 prioritises schemes which can be implemented in the short-term, and hence there is a focus on measures to increase walking, cycling and the use of buses. The strategy is based on the financial planning guidelines provided by the Department for Transport (including the South East Manchester Multi Modal Strategy funding element), the transport infrastructure fund money provided by the Department for Transport for schemes predominantly in Bolton and Wigan, and the Regional Funding Allocation regional advice for major schemes.

The Plan seeks to accommodate the forecast economic growth by focusing investment in the areas where it can have the greatest impact on peak period movements, in particular Manchester City Centre, other key centres, schools and major employers/employment sites. The aim is to:

- Enhance Metrolink (with extra capacity being provided by Phase1/2 improvements),
- Improve Rail (with additional capacity being generated through improvements being implemented by Train Operating Companies on the West Coast Main Line and TransPennine Rail Routes, together with expansion of car parks at key commuter stations, and improvements to the station infrastructure at key stations),
- Make buses more attractive (with additional trips being attracted through development of Corridor Partnerships, continued investment in Quality Bus Corridors and a range of other measures detailed in the Bus Strategy),
- Encourage more short trips to be undertaken by walking and cycling (by focussing on developing safe and convenient routes to town and local centres, schools and major employers as opposed to piecemeal investments)
- Traffic management improvements to manage the demand on the network of the residual increase in car movements (by investment in further improvements to the Urban Traffic Management and Control system and other more localised improvements), whilst at the same time optimising the network, particularly for the more sustainable modes.
- Continue development of workplace and school travel plans to encourage the use of more sustainable modes, with a particular focus on locations where capital investment are being made.

A key component of the delivery of LTP2 is partnership working. To this end we have been developing closer working relationships with stakeholders, particularly the Highways Agency and bus operators. Mechanisms such as Integrate and Corridor Partnerships will be used to strengthen partnerships, identify and agree outcomes and targets, and coordinate the delivery of measures.

As identified in the Greater Manchester ITS, the longer-term economic growth needs of the Manchester City Region will require more transport investment and increasing use of a demand management “toolkit” than that proposed in LTP2, hence Greater Manchester authorities are working closely with the Department for Transport to identify the point at which congestion can significantly harm economic growth (the “tipping point”) and when significant investment in capacity will, therefore, be needed. Detailed proposals for infrastructure investment, demand management, revenue raising, funding and financing, and local institutional reform will be included in our substantive Transport Innovation Fund bid.

We have undertaken a Strategic Environmental Assessment (SEA) of Provisional LTP2, the draft work programmes and the proposed major schemes to assess their impact on the environment and where needed, developed mitigation strategies to ensure that overall LTP2 protects the environment, improves social inclusion and enables economic growth to be

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sustainable over the long-term. We have used independent environmental experts to carry out the SEA with a view to promoting sustainable development, and to ensure that impacts were taken into account at the earliest stage and throughout LTP2 development. The SEA was split into five stages. For the provisional LTP stage A set the context, established the environmental baseline and set SEA objectives. Stage B included production of a Scoping Report, considered strategic alternatives and consulted locally and wider with relevant bodies. Stage C assessed the environmental effects of the plan, and stage D is production of an Environmental Report. Stage E will be devising and implementing a monitoring programme.

The SEA confirmed that LTP policies, major schemes and minor works programmes were broadly compliant with the environmental objectives identified in the scoping exercise. Clearly some transport schemes have negative environmental effects. However these are assessed in detail and mitigated by scheme Environmental Impact Assessment. The role of SEA is to take a broader view – the main issues identified and how LTP2 addresses these issues is set out below:

- The Provisional LTPs does not include policies and proposals that specifically aim to reduce levels of traffic: Although congestion relief has been targeted as a priority, this is not likely to bring about an overall reduction in vehicle miles. There could be increased overall emissions of CO₂, contributing to climate change, and local air pollutants. Final LTP2 aims to accommodate economic growth without significantly increasing congestion.
- The planned road maintenance work is an opportunity to secure environmental improvements: For instance road maintenance could insist on a high proportion of recycled material; resurfacing with low-noise materials could reduce noise. The final LTP2 maintenance strategy adopts environmental best practice of the use of recycled materials, minimising transfer to landfill (and then only using licensed sites) and sourcing materials locally where possible. Noise reducing surfaces in noise sensitive locations is a key action of the strategy.
- Some LTP2 policies and proposals could have conflicting outcomes in environmental terms: For example, traffic calming is good for road safety. However some schemes could increase noise and air pollution levels in some residential areas through increased stop-start driving. Final LTP2 recognises that there will be trade-offs at scheme specific levels but aims to ensure that the programme overall achieves positive environmental outcomes.
- Consideration should be given to use of alternative/cleaner fuels: A number of options exist such as biofuels, landfill gas, Liquefied Petroleum Gas (LPG), and Compressed Natural Gas (CNG). These fuels could be better for the environment. Final LTP2 specifically references and promotes the use of cleaner fuels.

1 Greater Manchester's Integrated Transport Strategy

Introduction and Background

In April 2005 Greater Manchester submitted a 15-year Integrated Transport Strategy for Greater Manchester (GMITS) to the Department for Transport. It was developed and agreed by all ten Local Authorities and Greater Manchester Passenger Transport Authority.

- The key aim of the GMITS is to support the AGMA Vision for Greater Manchester to be a creative and successful European Regional Centre with a strong knowledge driven economy, recognised as a great place to build a business; to live in and to visit; be a conurbation which is leading the wider north west region to greater levels of prosperity and which is helping to close the gap in prosperity between the north and the south of the UK; and to be a place with a quality of environment, both built and natural, second to none.

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- The GMITS therefore aims to underpin city region economic competitiveness and growth by enhancing accessibility and connectivity in a way which will also support Government policies including PSA2 and the Northern Way Growth Strategy.
- To achieve this long-term sustainable economic growth GMITS seeks to achieve significant modal shift, by providing the necessary improvements to capacity, efficiency, affordability and accessibility of sustainable modes, combined with the required behavioural and institutional change. The proposals being developed in more detail include expansion of Metrolink, development of other segregated rapid transit routes, reforms to the delivery of bus services, further investment in pedestrian and cycling measures, selective major highway schemes, a step change in travel planning (including the use of intelligent transport systems to enhance information provision) and implementation of harder-edged demand management measure when required to avoid the “tipping point”.
- A key delivery element of the strategy will be the development of Corridor Partnerships with a range of organisations working together to implement an agreed integrated transport and development plan for each corridor, with the delivery of agreed outcomes as a central component.

This Final LTP2 takes forward the short-term proposals set out in the GMITS. Since its submission we have made considerable progress on refining and driving forward our overall strategy. Final LTP2 contains an update of the work being undertaken for the substantive Transport Innovation Fund bid which, will form a key component of the delivery of our longer-term strategy.

2 Problems, Issues and Opportunities

The analysis of the problems and opportunities was carried out by splitting the conurbation into five segments to assist analysis, which identified the following:

- Varied levels of economic growth across the conurbation, with strong growth in the regional centre and the south of the conurbation and much weaker growth in the north of the conurbation.
- The main drivers for future growth at a sub-regional level include, but are not limited to, Knowledge Capital (see Section 2.5.1), Manchester Airport, New East Manchester, Kingsway Business Park, further office and service sector growth in the Regional Centre, Housing Market Renewal Areas, Economic Development Zones and city and town centre regeneration initiatives.
- The potential for the city region to play a major part in addressing the gap in competitiveness between the south east and the north of England if investment and policy measures are put in place to strengthen international, inter – regional and intra – regional connectivity
- Key transport problems include:
 - capacity problems on the rail and Metrolink networks
 - increasing levels of car use (manifested in, for example, over a third of all home to school travel being by car)
 - low levels of public satisfaction with bus services in some areas
 - high accident levels
 - localised congestion hot spots
 - some areas with poor levels of accessibility by non-car households
 - some areas with air quality problems
 - falling levels of walking and cycling
 - increasing levels of air pollution from vehicles
 - maintenance needs

Demographic and Economic

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- Greater Manchester population may grow by around 72,000 between 2003 and 2021.
- The working age population of GM may be increase by around 18,000 between 2003 and 2016.
- Household sizes are forecast to decline to between 2.1 and 2.2 persons per household by 2016.
- Employment in Greater Manchester is forecast to grow by 100,000 based upon existing trends and 160,000 if CRDP actions are implemented by 2015.
- Net in-commuting to Greater Manchester will rise by around 8000 employees between 2003 and 2016. Net out-commuting will increase from Bolton, Bury, Rochdale and Tameside between 2003 and 2016
- The imbalance between residence based and workplace based occupation forecasts in Greater Manchester will inevitably lead to further commuting in order to maximise filled job vacancies and employment.

Congestion

- There are now over one million cars in Greater Manchester, approximately one per household and 24% more than in 1991.
- Average commuting length is 8.5km- up 15% on 1991.
- Journeys to work and the school run are the main contributors to congestion.
- The segment analysis work has identified the broad locations at which am peak congestion is a problem. Some 11 roads were found to have sections with delays of over 20sec/km – 6 radials into the Regional Centre, 4 into District Centres, and 1 circumferential suburban route. Motorways had less than this amount of delay per vehicle, but because of the greater number of vehicles, total delay on them was greater.
- We have undertaken a more detailed study of congestion in Greater Manchester to identify more precisely the locations where congestion is occurring, how this is going to change over time and what its impacts will be on the economy, environment and social inclusion. This provides a more robust evidence base for developing short-term and longer-term interventions.

Accessibility

- 33% of Greater Manchester residents do not have access to a car
- New employment locations are often poorly served by bus (particularly for evening and weekend shifts)
- School rationalisation, along with increasing specialization, is leading to more travel between sites during the day and extension of school hours as well as more difficult journeys from home for some pupils
- At some hospitals, the provision of bus facilities is poor, whilst the rationalisation of health facilities also means more difficult journeys for some people. Hospitals and clinics are working longer hours to increase efficiency and staff need regular reliable services outside normal core hours.
- Bus services routed round housing estates are often circuitous and unattractive
- Bus operators are continuing to withdraw from less profitable routes, leaving GMPTE to subsidise an increasing number of socially necessary services. Developers are often unwilling to provide a 'pump priming' subsidy to establish a service for new development.
- A range of travel opportunities exist for elderly people and those with mobility problems. We aim to better integrate this provision to increase choice to users.

Road Safety

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- In Greater Manchester total casualties have fallen every year since 2000, and the 2004 figure was the lowest since 1988.
- Slight casualties have fallen every year since 1998. They were 19% below the base in 2004 and the lowest since 1986.
- Pedestrian casualties have fallen steadily in recent years, with the 2004 figure being the lowest on Greater Manchester's records.
- Although the number of KSI casualties in all categories is reducing when compared to the 1994-1998 base, we still aim to reduce them by a further 36% by 2010 to achieve the LTP target.
- We have been particularly successful in reducing child casualties through Safe Routes to Schools schemes

Countywide Air Quality, Environment and Quality of Life

- Areas of Greater Manchester are forecast to exceed national health based air quality standards for safe ground level concentrations of nitrogen dioxide in 2010 unless action is taken.
- The main source of nitrogen dioxide in Greater Manchester is transportation, in particular, heavy goods vehicles, light good vehicles and cars.
- Typically areas with harmful concentrations of nitrogen dioxide include urban centres, major roads and motorways and areas adjacent to them, busy junctions and congested highways.
- Particulate matter is a lesser, but still a serious issue in Greater Manchester. Main sources include older buses and freight vehicles. Areas with high concentrations or particulate matter include busy junctions and high frequency bus corridors.
- Transportation contributes over a quarter of all carbon dioxide emissions in Greater Manchester. This proportion is increasing annually as mileage travelled by polluting modes of transport increases.
- Future opportunities to address these issues include the use low emission technologies and practices, modals shift from the car to zero emission and low emission modes of transport, congestion reduction, development in accessible locations and appropriate regulation and enforcement.
- Ultimately the forecast Increase in vehicle mileage may at best hamper and at worst negate the impact of local transport measures to improve air quality and reduce carbon dioxide emissions.

Walking and Cycling Issues

- The image of walking and cycling in a car-based culture must be improved
- Better maintenance of existing footways is needed, especially in residential areas
- Both the perception and actual experience of journey distance and time taken must be improved
- The intimidating effects of traffic flows and conditions must be significantly reduced
- Poor weather or challenging topography (often perceived as being worse by non- or potential cyclists) occurs, particularly in the north-east segment
- There need to be more suitable routes, parking and other facilities for cyclists
- In some cases, footpath links to stations need to be more direct and better managed, and conditions for carriage of cycles on public transport need to be harmonised.

Maintenance and Asset Management

- Best Value reviews carried out in Greater Manchester have demonstrated that people are primarily concerned with poor highway condition and street lighting

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- A long history of under funding has meant that maintenance programmes have been unable to arrest the deterioration of the local highway network. In view of these funding constraints, many Authorities tend to focus resources on short term repair measures, which yield far less value for money in the longer term. The exponential increase in accident related claims is putting added pressure on resources.
- Increasing traffic flows along with the increase in permissible vehicle weight limit to 44 tonnes have resulted in greater stress on road surfaces and structures.
- Whilst most bridges owned by Local Authorities have been assessed, there is a considerable backlog of Network Rail, British Waterways Board and Metrolink owned bridges in need of assessment. These assessments will identify the likely resources required for strengthening of these structures. Funding is needed to address the poor condition of retaining walls and other highway structures
- Street lighting, signs and other highway furniture are in need of investment
- Further challenges are presented by increased maintenance liability for LTP infrastructure improvements.
- There are demands for improved (white) lighting, particularly for the purposes of crime reduction, and we need to improve environmental quality in town and city centres
- There is a lack of funding to address all maintenance needs

3 Objectives

Our objectives are based on those in LTP1, informed by GMITS and refined in light of the consultation undertaken for LTP2:

- To support increased levels of activity in the Regional Centre, town and district centres and key employment areas and improve their environment, attractiveness, accessibility or safety, particularly through the development of a high quality integrated public transport network
- To improve road and community safety, particularly for the most vulnerable users of the transport network and those in deprived areas and town and local centres.
- To minimise the environmental damage caused by transport, particularly in terms of air quality, thereby improving the quality of life & the health of the population in line with PSA Objective 3.
- To develop complementary land use and transport policies which increase the proportion of trips by non car modes through providing safe pedestrian and cycle facilities, ensuring that new development can be easily served by public transport and reducing the number of trips to non-central locations.
- To improve accessibility by ensuring that the county's transport system meets the needs of all sections of the community, promotes social inclusion, widens choice, and links homes to areas of potential job growth identified in planning and business plan strategies for the City Region
- To manage all traffic so as to reduce congestion, improve reliability, and reduce the overall proportion of trips by car without detriment to the regeneration of centres
- To improve links with the wider Greater Manchester travel to work area, the rest of the country and the rest of the world, for both passengers & freight, in ways which are consistent with other objectives, especially for the Northern Way and in line with PSA objective 1.
- To maintain, improve & make the best use of the existing transportation infrastructure & ensure all schemes offer long-term value for money

4 Five-Year Investment Programme

Overview

- Investment is based on the DfT financial planning guidelines for the integrated transport block (including the identifies SEMMMS element), the Transport Infrastructure Fund and the regional funding allocations (and subsequent regional advice), for major schemes.
- In developing the GMITS for the next 15 years, continuing the existing public transport-led strategy aimed at achieving a mode shift away from the car was identified as the best way of meeting both sub-regional and national objectives. It will support regeneration and economic activity such as city region competitiveness strategies, and underpin the development of a network of services to improve accessibility. There are also proposals for targeted highways improvements where these are the only way to deliver our objectives.
- Corridor Partnerships are being developed with:
 - Integrated plans for each corridor with partners signing up to deliver their elements via a metropolitan area agreement;
 - Plans considering integration of public transport plus other complementary measures including travel planning, use of technology and demand management measures.
 - An initial focus on Metrolink Phase 3 and Leigh-Salford-Manchester Busway corridors with a roll-out programme for other corridors during the first couple of years of LTP2;

The Corridor Partnerships will seek to achieve better integration between modes and operators with each mode focusing its operation according to its strength with the aim of complementing other modes rather than competing with them. Better integration in terms of timetabling and ticketing will also be pursued to enable the different modes to function as a single network.

- Corridor based performance measures and targets are being developed for delivery by partners in return for agreed levels of government funding.

Tackling Congestion

- Demand management is an integral part of any strategy for increasing public transport use and we have operated a range of measures in Greater Manchester in the last 5 years including the re-allocation of road space away from the car, the use of parking policies which disincentivise long-stay commuter parking in town centres, and an increasing emphasis on travel planning both in schools and in the workplace. We will continue this approach throughout LTP2.
- We have undertaken the first phase of a study to identify the extent of congestion in the sub-region in order to inform our future policy development in this area. The second Phase of the work is being commissioned to identify the threshold at which our current approach to demand management will no longer be sufficient, ie the “tipping point” at which congestion significantly impacts on our economic growth. This is the point when other harder-edged strategies would need to be introduced (eg pricing mechanisms). It is essential to ensure that the necessary public transport improvements are in place before reaching this threshold so that capacity would be available for modal shift, which is consistent with AGMA’s current policy on demand management. This work will form the basis for the substantive Transport Innovation Fund bid
- The expansion of the Metrolink system along the Phase 3 corridors remains central to achieving significant modal shift in key corridors, hence we are in the process of finalising a robust financing and project delivery mechanism to enable construction of Phase 3 to start during LTP2. Work is currently underway to provide additional

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capacity and the upgrading of the existing system and will be completed within the early years of LTP2.

- Public transport is best able to compete with cars on trips to key centres and we will work towards development of a public transport network serving key centres which is reliable, attractive, high quality and of sufficient capacity. The Bus Strategy is a key component for delivery of this aim.
- In other corridors, a variety of public transport modes will be investigated during LTP2 including buses, segregated busways, further extensions to Metrolink, and tram-train, in the main for delivery through the Transport Innovation Fund process.
- We are looking to undertake an holistic approach to public transport patronage by looking at other appropriate measures including the need for effective inter-modal integration, measures to encourage behavioural change and appropriate forms of demand management.
- A major scheme bid has been submitted for further upgrades to the Urban Traffic Management and Control system to enhance the efficiency and effectiveness of 100 key junctions within Greater Manchester
- Work is underway as part of the Transport Innovation Fund pump priming settlement to investigate the potential for using more intelligent transport systems to make better and more efficient use of the existing transport networks..

Delivering Accessibility

- Many of our schemes will improve accessibility: improvements to the capacity and reliability of public transport, better walking and cycling links will all provide realistic alternatives for those without access to a car.
- Access for people with mobility problems will be improved through the design of new infrastructure, provision of dropped crossings, raised kerbs at bus stops, improvements at stations and stops and provision of new vehicles for the Ring and Ride service.
- The Accessibility Strategy, drawn up in consultation with Strategic Accessibility Partnerships, focuses on improving accessibility in the four areas of employment, education, health and food. It identifies priority areas where studies will be carried out to identify both transport and non-transport solutions. The former will then be included in the capital programme where appropriate. We will also work with partners to encourage them to implement changes to the delivery of their services.
- Many of the transport solutions to accessibility problems will require revenue funding. We will continue to subsidise bus services and provide demand responsive transport in areas where services cannot be provided commercially. Our Concessionary Fares scheme will continue to offer a more generous range of concessions than that required by statute.

Improving Air quality

- The public transport-led strategy will be complemented by an extensive programme of measures designed to attract more short journeys away from the car and onto zero/low emissions modes of transport such as walking and cycling, which will be linked to on-going work on behavioural change to reinforce the shift to the more sustainable modes. This work will be focussed on schools, larger employers and routes to town and local centres as these are the locations at which we should be able to secure greater results for the investment.
- These measures will be complemented by the following:
 - Promotion of investment in low emissions technology and practices.
 - Development of GM air quality supplementary planning guidance.
 - Revision of GM taxi licensing regime to include specified emission standards
 - Revision of contracts with bus operators to include air quality standards

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- Implementation of the action plan developed by the Freight Quality Partnership
 - Improved partnership working with the Highways Agency and Manchester Airport
- The measures being developed to reduce congestion will also have beneficial effects upon air quality.

Road Safety

- An extensive programme of small-scale local safety schemes continue to support our target for reductions in the number of people killed or seriously injured on Greater Manchester's roads, with particular attention being paid to vulnerable road users.
- We shall continue to develop partnerships and programmes of investment that make travel safer or increase peoples' sense of security. There is an emphasis on dissuading and tackling anti-social behaviour anywhere on our transport networks
- We will introduce traffic calming and 20 mph zones where appropriate, particularly where there a danger to children in residential roads and near schools
- Integrating safety measures will be incorporated in major projects, such as Quality Bus Corridor schemes and highways structural maintenance, providing opportunities to maximise casualty reduction potential.
- Education, training and publicity programmes will be undertaken, mainly aimed toward groups known to be at the greatest risk, for example child casualties, pedestrians, cyclists and motorcyclists, in addition to car drivers and passengers. Local authorities will continue to work closely together to develop co-ordinated approaches and solutions to problems through the exchange of information on best practice, development and the production of resources.
- There will continue to be regular liaison between the Police and Road Safety Officers who have responsibility for road safety education, training and publicity. Consultation will also continue to take place at an early stage between the Police and Traffic Engineers who specialise in local safety schemes, traffic calming schemes, traffic regulation orders, red light running and speed enforcement particularly to ensure that enforcement continues to be an integral part of the casualty reduction strategy.

Asset Management

- A sub-regional network management approach is being adopted where the maintenance and improvement of the highway network reflects the role each road plays within the transport network, linked to the responsibilities of each authority under the Traffic Management Act.
- To prioritise the maintenance needs for adopted highways, Public Rights of Way and other assets, pavement management systems whole life costings techniques and economic rates of return will be used as appropriate.
- We wish to invest further in our Urban Traffic Control (UTC) systems to make the best of the existing highway network by providing increased capacity for a variety of road users without the recourse to new road construction, and in Metrolink to maintain existing high levels of ridership and to provide additional capacity across the conurbation.
- Maintaining bridges, structures, carriageways, footways, off road cycle routes, signage, Public Rights of Way and street lighting efficiently, effectively and to modern standards;
- Deploying a robust monitoring regime of public transport related operating standards;

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- Employing environmental best practice in respect of site management, the recycling and safe use and disposal of waste material, hours of operation, use of locally sourced materials, improvement of air quality where practicable and responsible fleet management practices.

Major Schemes

- Given the delivery times for major schemes, they are unlikely to have a significant impact on short-term targets. However, they are essential components of GMITS as they will contribute to delivery of GM strategies over the longer term.
- A major sub-regional prioritisation exercise was undertaken to identify which major schemes should be pursued in the short to medium term. Each scheme has been assessed against sub-regional and regional objectives as well as value-for-money and deliverability. A total of 36 schemes were assessed, with 16 being identified as priorities for Greater Manchester for delivery within the LTP2 period. 11 of these schemes have been identified by the regional prioritisation processes as priorities for regional funding allocation, together with a further 2 as contingencies. We will continue to explore other potential funding sources including Transport Innovation Fund, private sector funding contributions, Private Finance Initiative and prudential borrowing to enable other schemes to be delivered .
- The following Greater Manchester schemes have been identified as sub-regional priorities and by the region as priorities for LTP Regional Funding Allocation:
 - Ashton Northern Bypass Stage 2
 - Bolton Town Centre Public Transport Strategy
 - Glossop Spur
 - Highway Retaining Walls Strengthening Scheme
 - Greater Manchester Urban Traffic Control (GMUTC)
 - Leigh-Salford-Manchester QBC
 - M60 JETTS QBC
 - Metrolink Extensions
 - Rochdale Interchange
 - SEMMMS Relief Road Scheme (RFA contribution to PFI)
 - Yellow School Buses
- The following Greater Manchester sub-regional priority schemes have been identified as contingency schemes for LTP Regional Funding Allocation:
 - Altrincham Interchange
 - Wigan Inner Relief Road
- Two sub-regional priority schemes are currently investigating Private Finance Initiative as the funding mechanism. These are:
 - A5225 Access Wigan
 - SEMMMS Relief Road Scheme
- The following schemes were also identified as sub-regional priorities; these will be considered as part of the early package being developed for the substantive Transport Innovation Fund bid:
 - Rail Rolling Stock
 - Stockport Interchange
- The remaining major schemes will be assessed for potential delivery in the medium to longer-term via the Transport Innovation Fund as we develop the detailed proposals.

5 Performance Indicators and Targets

The targets contained in this document (Appendix A) take account of a number of national and regional targets and build upon the initial targets set out in Provisional LTP2. They have taken account of:

- Guidance from DfT, and research into new areas such as congestion and accessibility monitoring.
- Previous target setting work, including through the DfT Engagement exercise and Public Service Agreements
- Recent national and local trends
- The corridor partnership approach and the requirement to develop corridor specific indicators and targets
- Segment analysis results
- Aspirations of wider development strategies
- Likely availability of resources
- Performance of available techniques
- Comments from stakeholders and consultees
- Strategy Planning Model predictions, based on assumptions on land use, demography, transport and the economy consistent with the Greater Manchester Strategy and Government figures including assessment of the effects of the work programmes
- Modelled interaction between targets, rather than considering their effects individually and the effect of phased work programmes on trajectories
- Benchmarking our targets against those of other Metropolitan areas

Monitoring and Improving Performance

- Headline indicators will be reported in the Annual Progress Report. They will be classified as being on or off-track according to whether the reported value is within a suitable range close to the trajectory. This is to avoid misinterpretation of results which could fluctuate from year to year.
- Each Corridor Partnership will also be identifying targets and outcomes specific to that corridor. These will be developed to assist delivery of LTP2 targets, or in the advent of additional TIF funding being made available, to stretch the LTP2 targets.
- Where our progress is off-track we will investigate the cause, through the use of subsidiary and local indicators, and create an action plan to redress the situation.
- We will undertake an annual review process to ensure that targets remain challenging and achievable. The process will also inform the content and structure of future work programmes. Where we are achieving challenging targets, the work programme will continue as planned. In the event that we are failing to meet suitable targets, the work programme will be amended, with either a switch in resources, improvements to delivery, or the use of different techniques.
- We intend to strengthen the links between the existing expert groups who influence the performance of the LTP, in particular:

LTP specific sub-groups

- If we identify weak performance in a particular area, for example, accessibility, congestion, air quality or road safety, this will be referred to the appropriate LTP sub-group. These groups contain local experts who will be able to give advice to segment working groups and other practitioners in order to redress the situation.

Segment working groups

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- These will be a continuation of the methodology used in the preparation of LTP2 work programmes, whereby authorities in each segment will jointly assess the latest monitoring data, and LTP topic sub-group advice, relating to problems in each segment, in order to prepare future work programmes which address any new emerging problems or weak performance.

Greater Manchester Association of District Engineers

- This body represents the delivery end of the process. It has an important role in ensuring schemes are well selected, designed and delivered in a cost-effective manner to meet policy objectives. Links between GMADE and the LTP process have been strengthened, with better communication between groups. Further investigation of ways of improving delivery performance and effectiveness are being considered.

Greater Manchester Planning Officers' Group

- The Planning Officers' Group comprises senior planning officers from each of the ten local authorities and has influence over land use issues in the conurbation, and hence a key role to play in controlling and managing demand for transport. A separate Transport Sub-group also exists to look at this issue in particular. Strong links between POG and the LTP exist with good communication aimed at ensuring that the transport implications of land use decisions are considered as a central part of the planning process. The group will be able to assist with matters where a wider range of factors than just transport influence achievement of LTP2 targets and Objectives, for example location of and type of employment proposed for strategic investment sites.

Greater Manchester Economic Strategy Group

- This group comprises senior economic development officers from each of the ten local authorities. A representative from the Economic Strategy Group now attends LTP Steering Group meetings in order to ensure that the transport and economic issues are considered holistically.

Greater Manchester Strategy Coordinating Group

- This group comprises the senior officers responsible for coordinating the development of a number of strategies, including the sub-regional spatial strategy, an economic plan underpinning the City Region Development Programme, a sub-regional housing strategy and the Integrated Transport Strategy. The Group meets on a regular basis to assess the implications of the strategies, and any proposed changes, on each other.