

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Tuesday, 7th January, 2020

TIME: 9.30 am

VENUE: Boardroom, Churchgate House, Oxford Street, Manchester, M1 6EU

Wifi Network: One Connect

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AGENDA

1. **APOLOGIES**
2. **CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**
3. **DECLARATIONS OF INTEREST** 1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.
4. **MINUTES OF THE GMCA MEETING HELD ON 29 NOVEMBER 2019** 5 - 18

To consider the approval of the minutes of the meetings held on 29 November 2019.
5. **GMCA APPOINTMENTS**
- 5A. **TfGM Executive Board - Recruitment Outcomes** 19 - 24
Report of Andy Burnham, Mayor of Greater Manchester.
- 5B. **Appointment of Independent Members of the Audit Committee (to follow)**

Report of Cllr David Molyneux, Portfolio Lead for Resources.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.

5C. GM Transport Committee - Appointments

- i. To note the appointment of Councillor Shah Wasir to replace Councillor Liam O'Rourke (Rochdale) as a member of the Committee by the GM Mayor.
- ii. To note the appointment of Councillor Paul Prescott to replace Councillor Carl Sweeney (Wigan), as a substitute member of the Committee.

5D. GMCA Economy, Business Growth & Skills Overview & Scrutiny Committee

To approve the appointment of Councillor John Walsh to replace Councillor Mudasir Dean (Bolton).

5E. GMCA Cultural & Social Impact Fund Committee/Statutory Functions Committee

To approve the appointment of Councillor Paul Prescott to replace Councillor Carl Sweeney (Wigan).

6. GREATER MANCHESTER LOCAL FULL FIBRE NETWORK PROGRAMME

25 - 48

Report of Cllr Elise Wilson, Portfolio Lead for Digital City Region.

7. EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

PART B

8. GREATER MANCHESTER LOCAL FULL FIBRE NETWORK PROGRAMME

Report of Cllr Elise Wilson, Portfolio Lead Leader for Digital City Region.

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following Governance & Scrutiny Officer: Governance and Scrutiny sylvia.welsh@greatermanchester-ca.gov.uk

This agenda was issued on 23 December 2019 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

Membership 2019/20

District	Member	Substitute Member
Bolton	David Greenhalgh (Con)	Martyn Cox Con)
Bury	David Jones (Lab)	Andrea Simpson (Lab)
Manchester	Richard Leese (Lab)	Sue Murphy (Lab)
Oldham	Sean Fielding (Lab)	Arooj Shah (Lab)
Rochdale	Allen Brett (Lab)	Sara Rowbotham (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	Elise Wilson (Lab)	Tom McGee (Lab)
Tameside	Brenda Warrington (Lab)	Bill FairFoull (Lab)
Trafford	Andrew Western (Lab)	Catherine Hynes (Lab)
Wigan	David Molyneux (Lab)	Keith Cunliffe (Lab)

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GMCA Meeting on 7 January 2020

Declaration of Councillors' interests in items appearing on the agenda

NAME: _____

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

PLEASE NOTE SHOULD YOU HAVE A PERSONAL INTEREST THAT IS PREJUDICIAL IN AN ITEM ON THE AGENDA, YOU SHOULD LEAVE THE ROOM FOR THE DURATION OF THE DISCUSSION & THE VOTING THEREON.

QUICK GUIDE TO DECLARING INTERESTS AT GMCA MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or 'Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST**YOU MUST**

- Notify the governance officer for the meeting as soon as you realise you have an interest
- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

FOR PREJUDICIAL INTERESTS**YOU MUST**

- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting)
- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed
- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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**MINUTES OF THE GREATER MANCHESTER GMCA MEETING
HELD ON 29 NOVEMBER 2019 AT NO 1 RIVERSIDE, ROCHDALE**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor David Greenhalgh
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

IN ATTENDANCE:

Rochdale	Councillor Janet Emsley
Rochdale	Councillor Sara Rowbotham
Tameside	Councillor Leanne Feeley
GM Transport Cttee	Councillor Roger Jones

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA - Treasurer	Richard Paver
Bolton	Tony Oakman
Bury	Geoff Little
Manchester	Joanne Roney
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Sylvia Welsh

GMCA
TfGM
TfGM

Nicola Ward
Simon Warburton
Kate Brown

GMCA 235/19

APOLOGIES

RESOLVED /-

That apologies for absence were received and noted from Councillor David Jones and Councillor Andrea Simpson (Bury), Councillors Sue Murphy and Councillor Bev Craig (Manchester), Councillor Tom McGee (Stockport), Councillor Mark Aldred and Councillor Jenny Bullen (Wigan) and Carolyn Wilkins (Oldham).

GMCA 236/19

CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

a) Fire - Bolton Cube

The GM Mayor thanked members of the Greater Manchester Fire and Rescue Service (GMFRS) for their exemplary and professional response to the recent fire at Bolton Cube student accommodation. He reported that thankfully there had been no fatalities or serious injuries and acknowledged how learning exercises in relation to command and evacuation procedures following the Grenfell fire had made a significant difference as to how the fire service responds to incidents of this scale. He further thanked both students and staff from Bolton University who offered outstanding support to those affected.

This incident highlighted further the ongoing situation regarding cladded buildings, and emphasised the important role of the High Rise Task Force in supporting frontline services to better respond and also continue to lobby Government on this issue.

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, added that the Bolton Cube building had been inspected by GMFRS in 2017, and it was reported that the cladding did not include any aluminium composite. In 2018 a further assessment was undertaken an appropriate action undertaken. Following the incident at Bolton Cube, a full investigation was underway. Alongside this, the High Rise Task Force have undertaken an independent review of building regulations and the Fire Safety Order which has highlighted that the current legislative system was not fit for purpose. Government austerity was contradicting any promise of prioritisation for the removal and replacement of combustible cladding. The criteria in relation to the height of the building, and the composition of the cladding materials were also too restrictive, with the burden of the costs of replacing cladding being borne by residents. The Task Force would be urgently lobbying Government to re-consider this issue again on a person centred risk based approach rather than the current restrictive building focus.

Councillor David Greenhalgh, Leader of Bolton Council, echoed the views expressed, and added his own personal thanks to the Fire Service, emergency services, community and students for their response to the incident. He further added that the building regulations classification did need to be reviewed.

Dawn Docx, Deputy Chief Fire Officer, GMFRS, thanked members of the GMCA for their comments and offered to pass them on to the fire crews directly. She further added her support to the need for Government to review the cladding criteria to ensure that further incidents of this nature are minimised.

RESOLVED /-

1. That the GMCA record its thanks to GM Fire & Rescue colleagues for the professionalism of the response to the fire at the Cube in Bolton.
2. That the GMCA recognised and praised the response of Bolton MBC officers, local residents, students and the business community in responding to the fire.
3. That the actions of the fire officers in implementing the learning from the Grenfell Tower tragedy be noted.
4. That the GMCA record its thanks to the City Mayor, Paul Dennett, for the work of the High Rise Task Force in raising the profile of this issue and providing greater opportunities to respond to and lobby Central Government.
5. That the GMCA submit a joint submission to Government requesting a review of the criteria for replacing cladding and the establishment of a hardship fund to remove non-compliant cladding materials, irrespective of the height of the building, and application of legislation following the Grenfell Tower Enquiry.

b) 'Dippy on tour North West' – Natural History Adventure

Councillor Allan Brett invited Councillor Janet Emsley to deliver a presentation which informed the GMCA of the forthcoming National History Adventure Tour, whereby Rochdale would be the only place in the North West to host a Diplodocus skeleton for 20 weeks from the 10 February 2020.

Councillor Allen Brett informed members they would be receiving an invitation to the official launch early in 2020.

RESOLVED /-

1. That the GMCA record its support to the National History Adventure Tour, and where possible, promote the events being held in Rochdale between the 10 February and 28 June 2020.

2. That it be noted that the GM Mayor, GM Leaders and GM Chief Executives would be invited to the official launch on 10 February 2020.

GMCA 237/19 DECLARATIONS OF INTERESTS

RESOLVED /-

There were no interests declared.

GMCA 238/19 MINUTES OF THE GMCA MEETING HELD ON 25 OCTOBER 2019

RESOLVED /-

That the minutes of the GMCA meeting held on 25 October 2019 be approved.

**GMCA 239/19 GREATER MANCHESTER TRANSPORT COMMITTEE - MINUTES
OF THE MEETING HELD 8 NOVEMBER 2019**

RESOLVED /-

That the minutes of the GM Transport Committee held on 8 November 2019 be noted.

**GMCA 240/19 GMCA OVERVIEW & SCRUTINY COMMITTEES – MINUTES OF THE
MEETINGS HELD IN NOVEMBER 2019**

a) ECONOMY, BUSINESS GROWTH & SKILLS - 8 NOVEMBER 2019

RESOLVED /-

That the minutes of the Economy, Business Growth & Skills Overview & Scrutiny Committee held on 8 November 2019 be noted.

b) HOUSING, PLANNING & ENVIRONMENT - 14 NOVEMBER 2019

RESOLVED /-

That the minutes of the Housing, Planning & Environment Overview & Scrutiny Committee held on 14 November 2019 be noted.

c) CORPORATE ISSUES & REFORM - 19 NOVEMBER 2019

RESOLVED /-

That the minutes of the Corporate Issues & Reform Overview & Scrutiny Committee held on 19 November 2019, in particular the comments made in relation to the report on Electric vehicles at minutes HPE/178/19, be noted.

GMCA 241/19

GMCA WASTE & RECYCLING COMMITTEE - MINUTES OF THE MEETING HELD 14 NOVEMBER 2019

RESOLVED /-

That the minutes of the GMCA Waste & Recycling Committee held on 14 November 2019 be noted.

GMCA 242/19

GM LOCAL ENTERPRISE PARTNERSHIP – MINUTES OF THE MEETING HELD 11 NOVEMBER 2019

RESOLVED /-

That the minutes of the GM Local Enterprise Partnership Board held on 11 November 2019 be noted.

GMCA 243/19

GMCA APPOINTMENTS

a) EXTENSION OF THE TERMS OF OFFICE OF THE INDEPENDENT MEMBER OF THE STANDARDS COMMITTEE AND INDEPENDENT PERSON FOR STANDARDS

Liz Treacy, Monitoring Officer to the GMCA, presented a short report which sought approval of the GMCA to extend the term of office of the Independent Person and Independent Member of the GMCA Standards Committee.

RESOLVED /-

1. That the extension of the term of office of Geoff Linnell (the Independent Co-opted Member and Chair of the GMCA Standards Committee) until the date of the Annual Meeting of the GMCA in 2021 be approved.
2. That the extension of the term of office of Nicolē Jackson (the Independent Person for Standards) until the date of the Annual Meeting of the GMCA in 2021 be approved.

b) APPOINTMENT OF ADDITIONAL INDEPENDENT MEMBERS TO THE AUDIT COMMITTEE

RESOLVED /-

That it be noted that the report on the appointment of additional Independent members to the Audit Committee would be submitted to the GMCA in January 2020 following the conclusion of the interview process.

The GM Mayor introduced a report which highlighted the work of the charity Remembering Srebrenica, including its motion for local authorities to support its work. Members were reminded that 2020 will mark the 25th Anniversary of the genocide in Srebrenica where the national forces killed many Muslim men and boys. The Remembering Srebrenica Charity had launched a national day of remembrance on 11 July to promote awareness of the atrocity, and members of the GMCA were requested to support the work of the charity where possible.

RESOLVED /-

1. That the GMCA pass the following motion to support the work of Remembering Srebrenica:
 - That it be noted that 2019 is the twenty-fourth anniversary of the Srebrenica genocide in Bosnia and Herzegovina, which saw over 8,000 Muslim men and boys killed by Serbian nationalist forces.
 - That it be noted that in 2009 the European Parliament passed a resolution that 11 July should be recognised as the day of commemoration of the Srebrenica genocide all over the EU; and in 2015 urged the development of educational and cultural programmes that promote an understanding of the causes of such atrocities and raise awareness about the need to nurture peace and to promote human rights and interreligious tolerance. All UK political parties have supported the work of Remembering Srebrenica in this regard.
 - That the work of those involved in the pursuit of justice for the victims and their surviving relatives, including the International Commission of Missing People (ICMP) and the Mothers of Srebrenica, whose courage and humility in the face of unthinkable horror is an inspiration to us all be applauded.
 - That the work of the charity, Remembering Srebrenica, in raising awareness of this tragic and preventable genocide and working in communities across Britain to help them learn the lessons of Srebrenica be commended.
2. That it be agreed to:
 - To offer support to Remembering Srebrenica delegates from Greater Manchester who visited Bosnia on the 'Lessons from Srebrenica' education programme and have been working tirelessly in the community to raise awareness of the genocide and learn the lessons of Srebrenica.
 - To support Srebrenica memorial events in July each year throughout Greater Manchester as part of the UK-wide Remembering Srebrenica Memorial Week.

- To support the work of Remembering Srebrenica in communities across Greater Manchester to learn the lessons from Srebrenica to tackle hatred and intolerance to help build a better, safer and more cohesive society for everyone.
- To support the work of schools and education providers to bring the lessons of Srebrenica to young people across Greater Manchester.

GMCA 245/19 GM SCHOOL READINESS PROGRAMME UPDATE

Geoff Little, Portfolio Lead Chief Executive for Young People and Cohesion, took Members through a report which provided an update on school readiness performance for the academic year 2018/19 and sought approval, in principle, to award £250,000 investment to develop and implement a universal digital platform to provide advice and resources for parents and professionals to support child development.

He reported that although there remained a gap between GM and the UK average for school readiness, individual Local Authorities were continuing to make good progress, especially in relation to Pupil Premium children.

Members of the GMCA recognised the importance of early years support, and the essential requirement for an online resource.

Members were assured that Directors of Children Services have been consulted and have been fully involved in the development of the proposals. The allocation of long term funding in place via Local Authority public health budgets was also confirmed

RESOLVED /-

1. That the school readiness performance update for the academic year 2018/19 be noted.
2. That the recommendation of the Reform Investment Fund Panel to allocate £250,000 from the Reform Investment Fund, as set out in paragraph 4.1, to obtain a digital platform providing universal and targeted advice and resources to parents in relation to supporting good early year's outcomes, be approved.
3. That authority be delegated to the GMCA Treasurer to obtain through an appropriate commercial arrangement the digital platform outlined in the report.

GMCA 246/19 METROLINK FARES AND TICKETING

The GM Mayor introduced a report which set out and sought approval of proposed changes to Metrolink fares and the introduction of two Metrolink ticketing products, 'earlybird' and 'carnet' style tickets from early 2020. He explained how the price increase proposals were just below inflation, with an average increase of 2.2% across

all ticket types. Furthermore, there would be an increase of better value tickets for cheaper off peak travel and the ability to purchase a book a day tickets.

The GM Mayor confirmed that TfGM would investigate the potential to extend the 'earlybird' scheme to cash paying customers.

The 'carnet' ticket which would allow ten 'one day' tickets to be purchased together resulting in cheaper day travel rates over 28 day period, TfGM would also investigate the potential to extend the valid period beyond 28 days.

In relation to safety on the Metrolink, Baroness Beverley Hughes, GM Deputy Mayor, informed the GMCA that the new Transport Unit, working with the Travelsafe team, to be deployed across the transport network in partnership with GMP had been launched. Fifty warranted officers, with enforcement powers, would now replace PCSOs on the transport network. She further reported that since its launch, there had already been a number of arrests and charges.

The GM Mayor summarised that 2020 would mark a significant year for the Metrolink system with the opening of the Trafford Park line and the introduction of these new ticketing options.

RESOLVED /-

1. That the implementation of a weighted average fare increase of 2.2% in early 2020 be approved.
2. That it be agreed that a further report be submitted to the GMCA in early 2020.
3. That the introduction of an Early Bird product for Metrolink customers be approved.
4. That it be noted that the GM Mayor had requested TfGM to review the potential for the Early Bird products being made available to cash customers in addition to those using contactless cards.
5. That the introduction of a 'carnet' style Metrolink ticket be approved and that authority be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the GM Mayor, to agree the pricing of this product.
6. That authority be delegated to the to the Chief Executive Officer, GMCA & TfGM, in consultation with the GM Mayor to agree the decision on the precise implementation dates of both the fare increase and the introduction of the Early Bird product and the 'carnet' style tickets.
7. That the update on the additional Police Officers present on the transport network across GM be noted.

Eamonn Boylan, Chief Executive of the GMCA & TfGM, introduced a report which set out and sought approval to introduce a tariff on the Greater Manchester Electric Vehicle charging network from 2020. He reported that it had been subject to extensive scrutiny review and that elements including the potential for a membership scheme and a charge for overstaying had been amended as a result of this scrutiny.

Members asked for clarification of the terms 'rapid' and fast' and urged that the use of terminology be simplified and consistent before introduction to members of the public.

Members of the GMCA also expressed their support for the scheme, confirming the importance of the introduction of infrastructure at the earliest opportunity and not waiting for the introduction of the Clean Air Plan. The early introduction of infrastructure would encourage the purchase of electric vehicles.

In summary, the GM Mayor commented that the Electric Vehicle network would play a significant role in contributing to GM's de-carbonisation ambitions.

RESOLVED /-

1. That the comments made by the Housing, Planning & Environment Overview & Scrutiny Committee be noted, confirming that all the comments had been considered and addressed within the report, in particular:
 - Confirmed that proposals were in line with other schemes introduced in other areas across the country
 - Confirmed that the introduction of the scheme would be rolled out as planned to ensure the network was expanded and available as quickly as possible
2. That the introduction of the proposed electric vehicle charging tariff on the publicly owned GMEV charging network, subject to the development of a satisfactory Membership Scheme, be approved.
3. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the GM Mayor, to approve the Membership Scheme and to implement the proposed electric vehicle charging tariff.
4. That the market research undertaken and used to develop the tariff structure be noted.
5. That the potential financial impact of introducing a tariff, and the uncertainty surrounding electric vehicle charging demand be noted.

6. That it be noted that the electric vehicle charging market was a developing market, and a review of the tariff's performance may be required in response to changing demand and supply conditions.

GMCA 248/19 THE MAYORS CYCLING AND WALKING CHALLENGE FUND

The GM Mayor took members through a report which provided an update on the progress of the fifth tranche of schemes and sought approval for tranche 6x for programme entry to the Mayor's Cycling and Walking Challenge Fund.

Work was underway to develop a pipeline of schemes which would strengthen further funding requests of Government.

RESOLVED /-

1. That the progress on the first five tranches previously granted Programme Entry for inclusion in the MCF be noted.
2. That the sixth tranche of cycling and walking schemes be approved for Programme Entry for inclusion in the MCF.
3. That the progress made in developing a prioritised list of schemes for development and delivery through the Mayor's Challenge Fund, as the first phase of the Bee Network, be noted.
4. That it be noted that a pipeline of schemes was being develop, to strengthen further funding requests of Government.

GMCA 249/19 GM GROWTH DEAL – SALFORD BOLTON NETWORK IMPROVEMENT PROGRAMME: SALFORD DP3 (A666/A6) AND BOLTON DP5 (MANCHESTER ROAD GATEWAY) REQUEST FOR FULL APPROVAL AND FUNDING RELEASE

Eamonn Boylan, Chief Executive of the GMCA and TfGM, took Members through a report which sought full approval and the release of necessary funding to enable the delivery of the Salford Bolton Network Improvement DP3 (A666/A6) and the Bolton DP5 (Manchester Road Gateway).

RESOLVED /-

That the Salford Bolton Network Improvement Salford Delivery Package 3 (A666/A6) and Bolton Delivery Package 5 (Manchester Road Gateway) and the associated release of funding of £3.984m from the Local Growth Deal (£3.708m and MCF (£0.276m) to enable the delivery of Salford DP 3 (A666/A6) and the Bolton DP 5 Bury Road/Crompton Way schemes be granted full approval.

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report which sought approval in principle to provide GM Housing Investment Loan Fund (HILF) monies to the Rochdale Riverside Phase 2 scheme, in conjunction with further funding from Rochdale Council as part of their Town Centre Challenge.

Members of the GMCA commended Rochdale for their developments to date, and in particular the proposed phase two development at Riverside, which will underpin the growth of town centre living opportunities.

Councillor Allan Brett, Leader of Rochdale Council, added that in support of the town centre regeneration an integrated transport ticketing option for rail and Metrolink would be welcomed. The GM Mayor confirmed that he had commissioned TfGM to explore the potential for the introduction of a pilot integrated ticketing scheme for rail and Metrolink in Rochdale Town Centre

Members further added that a precedent for town centre development had been set by Stockport MBC, and that the Housing Investment Loans Fund could support this type of development, albeit that GM faced some larger viability challenges. Members were reminded that alongside the GM Spatial Framework, the GMCA has published the Infrastructure Framework, that still required Government's commitment and support.

The GM Mayor echoed this, and reported some high level market interest across all the town centres taking part in the Town Centre Challenge and that an update would be submitted to the GMCA in early 2020.

RESOLVED /-

1. That the current position in relation to Rochdale Riverside Phase 2, a Mixed Use Development in Rochdale Town Centre, be noted.
2. That the request to invest up to £4m for the Rochdale Riverside Phase 2 Mixed Use Development be approved, in principle, subject to a further request for the full approval of the investment being submitted to the GMCA in due course.
3. That it be agreed that a proposal for the introduction of a pilot scheme which will measure the impact of an integrated ticketing offer for Rail and Metrolink Services in Rochdale to support Town Centre living, be submitted to the GMCA in early 2020.
4. That an update on the Town Centre Challenge be submitted to the GMCA in early 2020.

Councillor David Molyneux, Portfolio Lead for Investment and Resources, introduced a report which sought approval of a series of loans from re-cycled funds through the GM Investment Framework. The report also sought approval to delegate authority to GMCA officers, in the absence of a meeting of the GMCA in December, to approve projects for funding from the GM Investment Framework or GM Housing Investment Loans Fund.

Members of the GMCA urged that within the application process, companies were requested to sign up to the Good Employment Charter, once it is formally launched.

RESOLVED /-

1. That the funding applications for Swim Sports Company Limited (loan facility of £500,000), Salford Evolution (loan facility of £5,800,000), Intechnica Limited (convertible loan of £150,000) and Erlson Precision Holdings Limited (loan facility of £700,000) be approved and progressed to due diligence.
2. That authority be delegated to the GMCA Treasurer and Monitoring Officer to review the due diligence information in respect of the companies, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investments.
3. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and GMCA Treasurer, in consultation with the relevant Portfolio Leads for the period 30 November 2019 to 30 January 2020 to approve funding from the GM Investment Framework and GM Housing Investment Loans Fund. Recommendations approved under the delegation will be subject to the usual due diligence processes and will be reported to the GMCA at the next available meeting.
4. That any future loans made through the Housing Investment Loans Fund would be subject to the Company having signed up to the Good Employment Charter (once it is approved).
5. That it be noted that the membership criteria of Good Employer Charter was still under development, however as a point of principle discussions should have been held with the applicants and that the GM Mayor would confirm whether the discussions had been with Swim Sports Company Limited, Salford Evolution, Intechnica Limited and Erlson Precision Holdings.

GMCA 252/19

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 253/19

**GREATER MANCHESTER INVESTMENT FRAMEWORK AND
CONDITIONAL PROJECT APPROVAL**

Clerks note: This item was considered in support of the Part A report at item 17 on the agenda (minute GMCA 251/19 refers).

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Date: 7 January 2020
Subject: TfGM Executive Board – Recruitment Outcomes
Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport

PURPOSE OF REPORT

At its meeting on the 31 May 2019, the Greater Manchester Combined Authority (GMCA) delegated responsibility to Eamonn Boylan to undertake the proposed recruitment process for making a recommendation for the appointment of new Non-Executive Directors of Transport for Greater Manchester (TfGM). The purpose of this report is to confirm the outcome of the recruitment process, whereby two candidates are recommended for appointment.

RECOMMENDATIONS:

The GMCA is recommended to:

1. Approve the appointment of Jo Kaye and Tracey Matthews as Non-Executive Directors of TfGM; and
2. Delegate authority to the Chief Executive Office, GMCA & TfGM to formalise the terms of the appointments.

CONTACT OFFICERS:

Eamonn Boylan	0161 778 7000	e.boylan@greatermanchester-ca.com
Steve Warrener	0161 244 1025	steve.warrener@tfgm.com

BACKGROUND PAPERS:

TRACKING/PROCESS	
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No

1 INTRODUCTION

1.1 The GMCA, in consultation with the Chief Executive of GMCA & TfGM, is responsible for the appointment of members to TfGM's Executive Board under Section 9(2) of the Transport Act 1968.

1.2 TfGM's current Executive Board comprises six members, who are:

- the joint GMCA/TfGM Chief Executive (as Director General);
- the Finance and Corporate Services Director;
- the Chief Operating Officer;
- the GMCA Treasurer;
- two Independent Non-Executive Directors (one contract due to expire in June 2020 and one in June 2021).

1.3 In the spring of 2019 one Non-Executive advisor retired from the Board. At its meeting on 31 May 2019, the GMCA approved proposals to recruit a new Non-Executive Director to replace the retired Advisor. Following the conclusion of the recruitment process, this report seeks approval to appoint two successful candidates. The second candidate will in due course replace Edward Pysden who is likely to retire in June 2020.

2 ROLE OF NON-EXECUTIVE DIRECTOR

2.1 The TfGM Executive Board as a whole is collectively responsible for the success of TfGM. The Board's role is to:

- contribute to strategic planning and structured decision-making;
- set challenging goals and objectives for the organisation;
- monitor the performance of the Executive in meeting its strategic objectives;
- offer constructive criticism to the Executive Directors.

2.2 All members of the Executive Board must act in good faith and promote the success of TfGM. In doing so, the Non-Executive Directors must, when performing their role, have regard (among other matters) to: the likely consequences of any decision in the long term; the impact of TfGM's operations on the community and the environment; and the desirability of TfGM maintaining a reputation for high standards of business conduct. The Non-Executive Directors must also satisfy themselves that TfGM has appropriate financial reporting and risk management procedures in place.

2.3 The Non-Executive Directors are expected to spend at least 30 days a year in the performance of their duties which shall include being a member of and attending relevant Board committees, including the Audit and Risk Assurance Committee; Remuneration Committee, in addition to attending the monthly Executive Board meetings.

3 CORPORATE GOVERNANCE

3.1 The role of a Non-Executive Director of TfGM is a public office and, as such, is subject to the “Seven Principles of Public Life” published by the Nolan Committee in 1995.

3.2 The governance arrangements for TfGM’s Executive Board reflects best practice guidance for corporate governance, adapted for TfGM’s specific circumstances, including the UK Code of Governance published by the Financial Report Council (which is intended for limited companies) and the second report of the Nolan Committee published in 1996. For example, the use of fixed term appointments for Non-Executive Directors, the need for rigorous scrutiny for any proposals to extend any appointment beyond two terms and the composition of the Board (with 50% of its members being Non-Executive Directors) all reflect the recommendations in the guidance.

4 SELECTION PROCESS

4.1 The process to recruit the Non-Executive Director was conducted on merit, against objective criteria based on an open recruitment process with the support of an executive search agency. The post was advertised on a number of websites and this, together with targeted search activity, was used to identify an initial long list of individuals. The longlisted candidates were invited for a preliminary interview by the independent search agency to test their skills and experience against the role profile, following which a shortlist of candidates was recommended to TfGM.

4.2 In accordance with our Inclusion and Diversity Strategy, the executive search agency were tasked with attracting a diverse pool of candidates for this campaign.

4.3 A summary of the profile of the candidate pool is detailed in the table below:

Recruitment Stage	Male candidates	Female candidates	Black and Minority Ethnic candidates
Application	416	125	23

Interviewed by the recruitment agency	9	9	3
Interviewed by TfGM	1	4	0
Proposed appointments	0	2	0

- 4.4 Personality profiling was completed with the candidates which explored their main personality strengths and weaknesses which would shape their leadership style and approach. This can then be compared against the current Board. This was explored further during the assessment.
- 4.5 The shortlisted candidates were interviewed by a panel made up of TfGM’s Chief Executive, TfGM’s Non-Executive Chair of its Audit and Risk Assurance Committee and the GMCA Solicitor and Monitoring Officer. Following the interview process, Jo Kaye and Tracey Matthews were identified as the best candidates for the roles.
- 4.6 Jo Kaye was employed by Network Rail from 1995 in a variety of senior operational roles and held the position of Managing Director, System Operator, from October 2015 until her retirement in December 2019. She has extensive experience of the rail sector and a strong appreciation of transport operations and has represented Network Rail as a Board Member with the Rail Delivery Group.
- 4.7 Tracey Matthews is a highly experienced operational leader with strong programme leadership expertise. She was previously employed by Scottish Water Solutions and United Utilities. She is currently the Independent chair of the RIIO-2 electricity price review Enhanced Engagement group for Scottish and Southern Electricity Transmission and Distribution and holds non-exec roles with Energy and Utility Skills Group Limited and AGT Limited. Her previous Non-Executive Director roles included the Office of Rail and Road (Regulation); Highways England; and UK Coal Limited.

5 TERM OF APPOINTMENT

- 5.1 Subject to the approval of the GMCA it is proposed that Jo Kaye and Tracey Matthews will be appointed for an initial term of 3 years commencing on 20 January 2020 and ending on 31 January 2023. On expiry of the initial term, the appointment may, subject to approval of GMCA, be renewed for a further period of three years to expire on 31 January 2026.

6 RECOMMENDATIONS

- 6.1 The recommendations are set out at the beginning of this report.

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

Date: 7th January 2020

Subject: Greater Manchester Local Full Fibre Network Programme

Report of: Cllr Elise Wilson, Portfolio Lead for Digital City Region, Sara Todd Portfolio Lead Chief Executive for Digital City Region

PURPOSE OF REPORT

This report follows a paper agreed by GMCA in March 2019, which set out the process for procurement of the Greater Manchester Local Full Fibre Network (LFFN) Programme.

This report summarises the outcome of the tender process for the Greater Manchester Local Full Fibre Network (LFFN) programme. GMCA are advised that a preferred provider has been identified for each GM Arc (North and South) to deliver the Public Sector Anchor Tenancy (PSAT) element of this programme following a PCR2015 compliant procurement process.

It confirms partner capital investment and seeks agreement on a simplified and consistent approach across all GM Local Authorities for the way in which digital infrastructure is delivered (see GM Prospectus at Appendix A).

Further details are contained within the accompanying Part B report as they are commercially confidential.

RECOMMENDATIONS:

GMCA are asked to:

1. Agree to enter into a grant funding agreement with DCMS to secure the grant element from DCMS for the GM LFFN programme for up to £21.3M (this may be up to £1.7m lower to reflect Salford City Council moving to a Public Sector Building Upgrade model – para 2.6).

2. Approve the allocation of £835,000 from the DCMS LFFN grant, to Manchester City Council for the purposes of Public Sector Building Upgrade.
3. Approve the allocation of £90,000 from the DCMS LFFN grant, to Salford City Council for the purposes of Public Sector Building Upgrade.
4. Commend Manchester City Council and Salford City Council to follow a Public Sector Buildings Upgrade model under a separate Grant Funding Agreement direct with DCMS.
5. Note the decision of GMCA (01st March 2019) that the decision to select up to two providers under single supplier framework contracts was delegated to the GMCA Treasurer. The providers will be used by the GMCA, and also each participating LA to enter into a contract in their own right for each locality, in accordance with the recommendations in the Tender Outcome Report (Part B report).
6. Agree to GMCA entering the Inter Authority Agreement (IAA) with local authority partners.
7. Agree and welcome the publication of the GM Prospectus as the agreed basis for all Authorities to work consistently across GM for working with any provider looking to install fibre to minimise disruption to residents, minimise cost of installation and maximise private fibre investment. This prospectus will form an integral part of the IAA and is approved as the basis to work with the successful bidders.
8. Delegate authority to the GMCA Monitoring Officer to review and complete all necessary legal documentation and award and enter into contracts.

CONTACT OFFICERS: Phil Swan (GMCA), Alison Gordon (GMCA)

Risk Management – see paragraph - **3.10; 3.18; 3.21**

Legal Considerations – see paragraph - **3.1, 3.10, 5.1, 5.2**

Financial Consequences – Revenue – **3.12, 3.18**

Financial Consequences – Capital – **1.5, 3.12, 3.18, 3.20**

Number of attachments included in the report:

Appendix A – GM Prospectus

BACKGROUND PAPERS:

GM Digital Strategy (February 2018)

GMCA Board Papers and Decision Notice (1st March 2019)

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		
GM Transport Committee	Overview & Scrutiny Committee	
	15 th October (Corporate)	

1. BACKGROUND

- 1.1 In March 2018, GM secured £23.7M (25% of the UK LFFN Wave 2 funding allocation) from DCMS as part of the National Productivity Infrastructure Fund, to connect over 1300 public sector sites across GM with full fibre. Based on similar projects in the UK, the overall programme aims to encourage further wider private sector investment of up to £250M.
- 1.2 The Greater Manchester LFFN Programme bid highlighted the transformational impact on digital infrastructure in GM, which would lead to an increase of full fibre coverage from 2% now to around 25% within three years. Greater Manchester would then have the best high-speed digital infrastructure coverage of any city-region in the UK.
- 1.3 The GM LFFN bid also anticipated the delivery of cost benefits to public sector partners over the medium term and additional cost benefits expected from increased competition from providers, seeking to provide services to partners over the new fibre network. The GM LFFN programme anticipated the costs of full fibre infrastructure for partners would be fixed for 20 years, meaning the borrowing costs on upfront capital would be offset, as there would be no inflation costs. This is the model local authorities have used to calculate and agree their contribution to the GM LFFN programme.
- 1.4 The Programme Procurement overall anticipated that a minimum 1300 public sector sites and assets would be connected by over 450km of new fibre across GM. The GM bid covered three elements:
 - an anchor tenancy component in which councils and GMCA (FRS and GMCA/TFGM Traffic Controls Systems assets (UTMC)) invested in or brought forward expected future revenue expenditure, to secure greater impact and develop networks in localities.
 - a specific, tactical public sector site upgrade component relating to Manchester City Council where there was already considerable fibre networks and risk of overbuild.
 - an extension to the existing Digital Infrastructure Cooperative work in Tameside.
- 1.5 It was agreed that the Digital Infrastructure Cooperative component would be managed separately with DCMS awarding £2.5m of the GM LFFN grant directly to Tameside. The grant agreements for the other two components would be via the GMCA.
- 1.6 The grant offer from DCMS requires GM to defray all DCMS LFFN funding by the end of March 2021. This is a challenging timescale, which requires the GM LFFN programme to be procured and mobilisation underway by January 2020 to allow enough time for network build without being in breach of the Grant Funding Agreement.

2. FINANCIAL AND COMMERCIAL UPDATE

ANCHOR TENANCY AREAS AND AUTHORITIES

- 2.1 Following a rigorous Public Contracting Regulations 2015 compliant procurement process, a provider has been selected as preferred provider to deliver the Greater Manchester LFFN Anchor Tenancy Programme across the Northern Arc and a provider selected as preferred provider across the Southern Arc.
- 2.2 The key points from the tender process are summarised in Part B of this report. However, these include:
- Public sector partners will get 30 years connectivity instead of 20 years for the same cost - 50% longer Indefeasible Rights of Use (IRU) is being offered – This means that whilst partners investment was calculated based on a proportion of connectivity spend over 20 years – LAs, GMCA/F&RS and GMCA/TfGM will benefit from 30 years access to full fibre.
 - In excess of 200 additional public sector sites will be connected at no additional cost to local authority partners and GMCA/FRS and TfGM. The majority of local authorities will benefit from having at least 40% more sites connected.
 - Partner contributions will not exceed the capped upfront capital contributions agreed in March 2019.
 - Will deliver up to 2,717Km of new full fibre across GM with 97% provided via existing ducting which will minimise disruption – which will be supported by the adoption and implementation of the GM Prospectus aimed at simplifying administrative processes and providing a consistent public sector approach to the roll out of full fibre broadband in GM. Whilst work to recondition ducting will be needed, the total length of new dig is estimated at only 9km and is largely in short segments to connect individual sites.
 - Residential and business premises passed will be up to 45% of GM rather than the 25% originally forecast, significantly increasing the potential reach for wider roll out, and offering future opportunities for smart city development.
 - Better service options: Local public sector services will be free to procure services from any provider across the open access network.
 - Social value: This includes planned apprentice appointments, working to increase digital skills in Greater Manchester and reducing homelessness.
- 2.3 The provider has determined the funding split (DCMS grant and partner contribution) required to deliver the full fibre network within each locality, from the overall budget available for this Programme. Local partners and DCMS grant will fund all the mandatory sites identified by local authorities, GMFRS and GMCA/TfGM. Across GM, the provider will

also connect a significant number of “additional” sites within the stated budget at no extra cost to the public sector.

- 2.4 The partner Local Authority capital funding requirements will not exceed the levels agreed by local authorities in March 2019 and is the result of bringing forward of 20 years of future fibre connectivity costs. All relevant local authorities have worked since March 2019 to have the necessary delegated authorities in place to enable them to confirm funding and sign respective contracts by the end of November 2019.

PUBLIC SECTOR BUILDING UPGRADE

- 2.5 As anticipated, the success of our DCMS bid (the largest allocation in the UK) has triggered some wider market investment in full fibre in the City Region. Coverage in most of the local authority areas outside of Manchester remains below 5%. However, in Salford coverage has increased from 10% in 2018 to over 45% as a result of investment by Openreach in the past 18 months. This has led to DCMS concern about LFFN grant being used to overbuild fibre that has already been delivered without intervention.
- 2.6 Following discussion with DCMS and Salford, it has been agreed that the Salford City Council sites should be removed from the Anchor Tenancy procurement and that a smaller number of eligible sites should be delivered through Public Sector Buildings Upgrade (PSBU) model. This is in line with the approach that was adopted for the Manchester City Council sites. These Salford City Council sites will receive a flat rate grant contribution which will be the same as the Manchester PSBU sites. The contribution of £5,000 is calculated on the average cost of equipment and cabling upgrades, as an average across all sites proposed. The new contract for Salford will be delivered outside of this LFFN anchor tenancy procurement and will be directly contracted or procured alongside the Manchester City Council contract, utilising the Crown Commercial Services Frameworks.

ANCHOR TENANCY DELIVERY TIMESCALES

- 2.7 In order to meet DCMS funding timescale it will be necessary to move to formal contract agreement and signatures by early February 2020 at the latest. Soft mobilisation will commence during January, with more formal mobilisation immediately post contract award. Works will commence on site from Spring 2020. All DCMS funding must be defrayed by 31st March 2021.
- 2.8 The majority of activity across both Northern and Southern Arcs is programmed to be completed before 31st March 2021. DCMS grant allocation will be prioritised in all areas before utilising GM partner capital funds to complete the work.

3 GM DIGITAL INFRASTRUCTURE PROSPECTUS – ACCELERATING FULL FIBRE ROLL OUT AND MINIMISING DISRUPTION

- 3.1 The GM Digital Infrastructure Prospectus forms an integral part of the Inter Authority Agreement, which has been prepared alongside the LFFN Programme. Its purpose is to

remove traditional barriers and to support the standardisation of delivery across a diverse geographic area. The Prospectus will establish Service Policies that will achieve a consistent high standard of delivery, by the LFFN provider for the Northern and Southern Arcs, including reinstatements, exploring dig once opportunities and coordinating with local works, wayleave arrangements and planning policy. This will allow Providers to deliver quickly, but also will reduce disruption through the agreement of a common high standard approach with local authority partners.

- 3.2 The Prospectus has been prepared in partnership with local authority leads and in conjunction with colleagues in Highways Departments across GM. The Prospectus will also have a wider role in encouraging future market investment across GM and demonstrating through its piloting on LFFN, that GM is open for business in terms of further fibre and telecoms investment. The document will be refined further during contract mobilisation and formally adopted before the end of the year. It will necessarily be an evolving document that agrees GM processes and protocols, but updated over time to reflect all UK regulatory changes. The GM Prospectus is attached at Appendix A.

4 INTER AUTHORITY AGREEMENT

- 4.1 The delivery of this large complex programme requires the LFFN public sector partners to enter into an Inter Authority Agreement (IAA). This confirms the funding contributions; the support that will be provided by the GMCA LFFN team to each participating Local Authority and the general agreed contract management approach. This is seen as an important part of the GM LFFN Programme by DCMS – who were keen to ensure they had confirmation of commitment and grant funding obligations from all GM partners.
- 4.2 The IAA will act as the principles document by which the partners will engage on the project and will include a copy of the GM Prospectus, terms of reference, roles and responsibilities, funding allocations and the draft contract documents. A copy of the IAA has been shared and supported across all partner authority officers and legal teams have been consulted.
- 4.3 It is proposed that GMCA agree to become party to the IAA with local authority partners, with authority delegated to the GMCA Monitoring Officer to review and complete all necessary legal documentation.

5 RECOMMENDATIONS

- 5.1 Recommendations can be found at the front of this report.

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GREATER MANCHESTER FULL FIBRE NETWORK PROSPECTUS

OCTOBER 2019

Delivering A Full Fibre Network –
How GM will support industry investment

CONTENTS

1. Introduction and Background	4	8. Governance & Monitoring – Contract Assurance	23
1.1 Introduction	4	8.1 Key Stakeholders for the GM Full Fibre Network	23
2. Key Principles & Applicable Legislation	5	8.2 Coordination of Activities	23
2.1 Overarching Legislation relating to telecoms	5	8.3 Contract Assurance	24
2.2 Legislation applicable to full-fibre network roll-out	5	9. Relevant Reference Documents	25
2.3 Common principles of good practices, collaboration & quality standards ..	6	Appendix A: GM Service Level Protocol Process Overview	26
3. GMFFN Objectives	7	10. Acknowledgements	29
3.1 Raise awareness of Digital / Fibre across GM	7		
3.2 Optimise the Latest Innovation and Technology for Effective Full-Fibre Implementation	7		
3.3 Reflect ambition of forward Planning Development pipelines	8-9		
3.4 Compliments & Reinforces existing National and GM policies	10		
3.5 Link to future Highway Asset Management strategies	10		
Integration with Policy & Planning Guidance	11		
4.1 Greater Manchester Combined Authority (GMCA) Policy and Planning guidance overview	11		
4.2 Considerations for Full Fibre in our Planning Guidance	11		
4.3 Develop Opportunities through Planning Applications of Approved Development Sites	12		
4.4 Open access infrastructure mapping	13		
5. Operating Guidelines	14		
5.1 Proposed Approach	14		
5.2 Greater Manchester Standardised Wayleave	15		
5.3 GMFFN Delivery - Uniform Approach through the Local Authority Highways Dept's	16		
5.4 "No-Dig or Dig Once" Strategy	17		
6. Full-Fibre Roll-out: Communication & Coordination	18		
6.1 Early Engagement & Programme Development	18		
6.2 Tactical Planning & Permitting	19		
6.3 Operational Planning & Deployment	20		
6.4 Development of GM Service Level Protocol	20		
7. Maintaining the Full-Fibre Asset	21		
7.1 Quality Standards	21		
7.2 Reinstatement standards and consistency	22		
7.3 Testing and monitoring of reinstatements	22		



1. INTRODUCTION AND BACKGROUND

1.1 Introduction

The Greater Manchester Combined Authority is fully committed to working with the private sector to ensure that all our businesses and local communities' benefit from having access to full-fibre infrastructure as quickly as possible.

From our The Greater Manchester Digital Strategy 2018-2020 published on 05/07/2018, it is our stated aim:

Measure	Target
7. Digital Infrastructure – fixed broadband speed	Increase the percentage of premises in Greater Manchester with fibre to the premises from 2% to 25% by 2020

Page 35

To accelerate market investment in the roll out of full fibre networks we are committed to working with the market providers and the Government's DCMS Barrier Busting Task force to minimise barriers to investment and reduce roll out costs. Consumers, households and businesses - need fibre connectivity in order to thrive in this digital age. By 2020, the volume of global internet traffic is expected to be 95 times that of 2005. In the UK, fixed internet traffic is set to double every two years, whilst mobile data traffic increases at a rate of up to 242% per year. The UK's digital infrastructure must be able to support this rapid increase in traffic, providing sufficient capacity to ensure data can flow at the volume, speed and reliability.

The purpose of the Prospectus is to set out our Greater Manchester approach to full-fibre implementation, demonstrating how we (and our respective Districts) will work with Providers to ensure a consistent, seamless approach to achieving our ambitious connectivity targets.

2. KEY PRINCIPLES & APPLICABLE LEGISLATION

2.1 Overarching Legislation relating to telecoms

The Telecoms industry is regulated by various statute and legislation. The GM FFN Prospectus does not seek to replace or supersede this legislative framework but seeks to harmonize its application in relation to both streetworks and network operation. Telecom Operators remain governed through the overarching Telecommunications Act and Planning Legislation and these will always take precedence over the GM FFN Prospectus.

2.2 Legislation applicable to full-fibre network roll-out

- *The New Roads & Street Works Act 1991*, (NRSWA) and more recently the *Traffic Management Act* governs the way in which works are carried out on the highway. It sets out the relationship and duties between authorities and statutory undertakers.
- *Reinstatements must follow the Specification for the Reinstatement of Openings in Highway* – This document is available from The Stationary Office
- *Permit to Work (GMRAPS)* – this is the permit scheme for the GM authorities. The scheme document is available on www.gmraps.org.uk
- *The Highway Authority and Utilities Committee (HAUC)* provides a forum for matters of mutual interest in relation to street works. It also provides practical guidance thorough advice notes for example "Reinstatement of microtrenching". Streetworks UK formerly NJUG also provides codes of practice for example positioning, depth and colour coding of underground utilities apparatus.
- *NRSWA*– introduces measures of quality for permanent reinstatement, which allows the authority to issue notices for non compliance. Chargeable inspections can be undertaken by the authority and defective reinstatements must be remediated. *Fixed Penalty Notices* can be issued by authorities for NRSWA non-compliance and works overrunning can attract charges prescribed by legislation
- The *Temporary Traffic Regulatory Order (TTRO)* process allows the utility service provider to make an application to the local authority to close the highway to undertake works. (Authority fees may vary), Section 50 license fees may also apply if suppliers do not have the statutory right to undertake works in the highway.
- The joint chairs of HAUC (UK) launched the Code of Conduct in May 2011. The voluntary agreement is another important milestone in the partnership between utility companies and local authorities to work together to minimise disruption and improve standards of road and street works.
- *The Streetworks Toolkit (version 2.0) for Fibre Deployment in England and Wales* published

3. GMFFN OBJECTIVES

by the DCMS Barrier Busting Taskforce, (and sponsored by the Department for Culture, Media and Sport, and the Department for Transport) provides examples of good practice and includes a toolkit offering advice for highway authorities (HA) and utilities wishing to collaborate in a cooperative working relationship

- The *Electronic Communications Code of Practice* (published in December 2017 by Ofcom) regulates the legal relationships between site providers and operators of electronic communications networks (known as Code Operators), to support the rollout and sustainability of communication technology infrastructure

2.3 Common principles of good practices, collaboration & quality standards

- **Safety** – Having a competent, caring and responsible work force whilst carrying out street works to ensure sites are kept to a high standard, through compliance with the ‘Safety at Street Works and Road Works’ Code of Practice and working with other road users to minimise road occupation where safe and practical to do so
- **High quality** – Continuously focusing on improvement and high quality and the achievement of ‘right first time’ in all aspects of carrying out street works.
- **Minimise disruption** – Working with local authorities to minimise disruption through effective planning, coordination and delivery of works, including traffic management utilised for the right duration to avoid unnecessary occupation
- **Keep the public fully informed** – Communicating effectively on all aspects of street works before they take place and whilst in progress, where they impact on the public and local business
- **Avoid damage to underground assets** – Taking all reasonable steps to ensure damage to underground assets is avoided
- **Innovation** – Actively seeking, promoting and adopting innovative ways of working using new technologies, materials and equipment to reduce the impact of street works. In particular no dig technology.

Page 36

3.1 Raise awareness of Digital / Fibre across GM

As noted in the DCMS Barrier Busting Taskforce presentations to key stakeholders, our consumers value the importance of High-Speed Connectivity, a view that is strongly endorsed and supported through the Greater Manchester Digital Strategy 2018-2020.

Rank	Community Feature indicated as being important	Community Feature indicated as being important		
		National	City/Town	Hamlet/Village
1	Doctors' surgery	99.5%	99.4%	99.9%
2	High speed broadband	98.1%	97.9%	98.3%
3	Open space /Recreation ground	97.6%	97.7%	97.4%
4	Local shops (Butchers etc)	97.2%	97.7%	96.2%
5	Bus route	95.7%	96.6%	93.9%
6	Hospital	95.1%	95.3%	94.7%
7	Park/Village green	94.7%	94.8%	94.6%
8	Post Office	94.2%	94.4%	93.8%
9	Coffee shop/Tea room	91.3%	92.6%	88.7%
10	Health Visitor /District Nurse	90.3%	90.5%	89.9%

The effective implementation of the Greater Manchester Full Fibre Network programme will be a major platform for enhancing people’s awareness and understanding of the digital connectivity across our region and this document will play an important role in setting out our objectives and highlighting the importance of operating within a collaborative framework across all GM highways authorities, utility companies, full fibre providers, contractors and other key stakeholders within GMCA.

3.2 Optimise the Latest Innovation and Technology for Effective Full-Fibre Implementation

Infrastructure delivery organisations will need to maximise the number of homes and businesses they reach. They will be incentivised to expand reach as far as possible, through the opportunity for additional connectivity, and more efficient works will allow them to connect more homes and businesses with the available resources. These are fundamental to reaching the required delivery targets. The local authorities will be at the forefront of deployment and will understand the potential pinch points and barriers as well as their region’s particular challenges. A collaborative and open approach is fundamental, and the prospectus will be built around the need for consistency, transparency and collaboration, especially where innovation is considered as part of the delivery strategy. Authorities can ensure existing processes facilitate delivery and avoid delays. Experience has shown that Local authorities that develop

fibre-friendly processes are likely to be prioritised for deployment by Infrastructure delivery organisations. Equally important will be Infrastructure delivery organisations who deliver incentive-based deployment schemes to ensure assets, congestion and public information meet the demands in all those areas. Historically, safety working on the highway and the quality of reinstatements by the communications industry has been poor. However, performance is beginning to improve, and this needs to continue. Performance drives change, and good performance will drive more change. Problems that arise during fibre deployment are not inevitable. In builds where a *collaborative & flexible approach consistent policies*, and early & proactive engagement are evident, we have seen rapid and successful deployment.

3.3 Reflect ambition of forward Planning Development pipelines

Forward planning and setting policies in place to deliver fibre and a digital economy within the GMCA must be set around a framework which delivers consistency and regulatory certainty. Development strategies need to focus on the balance between regulation, consumer needs and authority ambition.

The Government's view is that the policy and regulatory framework should be sufficiently flexible and forward-looking to reflect the growing convergence between fixed and mobile networks and services. This could be achieved through:

Page 37

- ✓ Removing practical obstacles or barriers to converged networks;
- ✓ Recognising convergence and considering access network requirements holistically, through unified market reviews; and
- ✓ Allowing operators to benefit from unrestricted usage of open access infrastructure (ie Openreach's passive infrastructure) for the provision of mobile backhaul services.
- ✓ Government would like network operators and mobile operators, working with local authorities and other relevant parties, to engage on the likely locations for 5G cell sites, for the purpose of ensuring that fibre networks can be future-proofed.
- ✓ Government will ensure that existing programmes, in particular 5G Testbeds and Trials and LFFN, promote investments that recognise convergence, and use the new Local Connectivity. This drives the need for longer term strategies which focus on the need to maintain a regulatory balance.
- ✓ Greater regulatory stability and clarity, through longer, five-year market review periods and a framework whereby firms making large, risky investments can have confidence that any regulation reflects a fair return on investment commensurate to the level of risk.
- ✓ Recognising the convergence of business and consumer uses of networks, through unified access market reviews, where appropriate.
- ✓ Regulation only where and to the extent necessary to address competition concerns and ensure the interests of consumers are safeguarded as fibre markets become more competitive.
- ✓ Recognition of the differences in local market conditions across the GMCA through, where appropriate, a geographically differentiated approach to wholesale regulation and delivery. For areas where there is actual or prospective competition between networks, we would expect there to be less need for regulation; and
- ✓ Flexibility for firms to develop new approaches to reduce deployment costs and manage risks through their commercial arrangements.

3.4 Compliments & Reinforces existing National and GM policies

Working in alignment to the Department of Digital, Culture, Media and Sport and the Department for Transport, our Greater Manchester Local Full Fibre Network programme will deliver infrastructure works in line with and reinforcing these National Policy contexts. The application of existing National Policies and Legislation such as New Roads & Streetworks Act, the Electronic Communications Code of Practice, Traffic Management Act and the HAUC (England) Operation of Permit Guidance will be strengthened throughout Greater Manchester during this LFFN roll-out.

This programme will also be working in alignment to GM Policies and guidance, such as GMRAPS, HAUC policies adopted locally, materials specifications and local policies and practices where applicable. More information is set out in Section 5: Operating Guidelines.

3.5 Link to future Highway Asset Management strategies

As the Greater Manchester authorities have significantly improved their asset management practices and capabilities in recent years, much more data is available on their respective highways assets to make more-informed, longer-term decisions in order to best preserve the highways infrastructure. As the implementation of the local full-fibre network will impact on the performance of our Region's carriageways and footways, it is critical to incorporate design, build and maintenance information into our highways asset management teams and systems to ensure that current condition is known, and some informed prediction of road performance and interventions for repairs and renewals can be made.

4. INTEGRATION WITH POLICY & PLANNING GUIDANCE

4.1 Greater Manchester Combined Authority (GMCA) Policy and Planning guidance overview

The wording below is contained in the Greater Manchester Spatial Framework (Draft January 2019) as it relates to Digital Connectivity. It sets out Greater Manchester's ten local authorities and the GMCA support the provision of affordable, high quality digital infrastructure. Developers are expected to work and share costs with telecoms operators as appropriate to maximise coverage and enable consumers to make informed choices. It is expected that internet connections will work immediately when residents move into new properties.

In making decisions Greater Manchester's authorities will support a range of measures, including:

- Enabling the roll-out of latest generation mobile technology and full fibre to the premises connectivity, in a way that maximises coverage whilst protecting townscape quality and ensuring an ability respond to updated/changing technology;
- Requiring all new development to have full fibre to premises connections, unless technically infeasible, and to incorporate multiple-ducting compliant with telecoms standards, to facilitate future-proof gigabit-capable network connections; and
- Facilitating the provision of free, secure, high speed public wi-fi connections, particularly in the most frequented areas.

4.2. Considerations for Full Fibre in our Planning Guidance

Greater Manchester supports improved digital connectivity, including the provision of full fibre and 4G and 5G across the region, due to the benefits it will bring to both businesses and residents. It supports the installation of communications infrastructure in excavation projects where the individual District has determined that it is both financially feasible and consistent with the District's long-term goals to develop full fibre communications infrastructure and seek major new housing and commercial developments to be directly served by high quality fibre networks. Such high-quality communications infrastructure is essential to ensure Greater Manchester is able to develop sustainable communities by achieving the Combined Authority's aspirations for sustainable economic growth as well as supporting the increasing number of internet capable devices in the home.

It is the Combined Authority's preference that full fibre connectivity will be designed into any development at the masterplan stage and implemented through a planning condition. If the development proposal does not adequately address the requirement for full fibre connectivity, the respective District Council may request a financial contribution to improve linkage to an available backhaul network, exchange and/ or the upgrading of an exchange where this has been identified as necessary to ensure full fibre can be provided.

The respective GM District Council will negotiate with the developer over the appropriate level of financial contribution required.

4.3 Develop Opportunities through Planning Applications of Approved Development Sites

This information is readily available through the granted planning permissions within LA's data bases of developer applications, the data bases can provide geographical locations of the development sites in relation to the LFFN designed routes to take advantage of joined up working.

GMCA proposes the following approach: -



Page 39

4.4 Open access infrastructure mapping

- The asset owner will have the maintenance liability of the LFFN network, once the duct and fibre cable has been installed, we would therefore recommend that the recording and mapping of the newly laid asset is the responsibility of the asset provider and drawings/maps are shared with each of the local authorities. This will be built into the requirements.
- Greater Manchester has already developed a pioneering map of public sector assets and utility infrastructure (<https://mappinggm.org.uk/>). This will be further developed to include ducting and (under restricted access) mapping of existing commercial ducting and fibre infrastructure.
- This sharing of data within the industry should encourage joint working initiatives that can reduce overall roll out costs.

The up to date existing asset records of each utility's apparatus are also available upon request from each utility.



5. OPERATING GUIDELINES

5.1 Proposed Approach

The proposed approach to be adopted by the Greater Manchester Combined Authority to deliver an effective Full-Fibre Network Programme will include the following components: -

The introduction of GM **Standardised Wayleave** – working across the public sector and with key landowners and landlords.

1. **LFFN Delivery - Uniformed Approach through Local Authority Highways Dept's** – Implementation of Street Works Regulations, GMRAPs, Permanent Reinstatements - Quality Standards across Greater Manchester, to ensure that any roll out programmes which cross the district boundaries are handled similarly and to minimise local disputes and implementation delays
2. The adoption of a **"no-dig or dig once"** strategy which is achieved by the sharing of data of future planned highway/Street works to align to the installation of the LFFN fibre ducting. Using the principles set out in the Fibre Street Works Toolkit document.

- Page 40
3. **Develop Opportunities through Planning Applications of Approved Development Sites** across Greater Manchester which will include the provision for competitive open ducting.
 4. **Open access to mapping** of all public sector assets and commercially available fibre and ducting.

5.2 Greater Manchester Standardised Wayleave

The Wayleave agreements may be considered to be too rigid within the content of opposing rights and consents, and inflexible for all parties to sign up to due to non-commercial gain or the loss of personal entitlements.

In an attempt to remove restrictions and to provide a single overarching document, GMCA is currently in the process of reviewing the Ofcom Electronic Communications Code of Practice Standard Terms document and the OFCOM model "Code Agreement".

Once we are in a position to recommend a way forward, we would then look to adopt the code agreement and embed within the GMCA framework procurement process which will form part of the project plan/agreement with the successful asset provider/s.

Proposed actions following review: -

- GMCA/TfGM will develop with the asset providers a consensus driven standard document that meets the requirements of the LAs, property and telecommunications industries.
- This will be in a standardised format and form of legal drafting that avoids the need to create individually negotiated agreements.
- The document will also give clarity to individual accountability, however where third party WL's agreements may be required further negotiation and process to be established.
- Develop the OFCOM's bespoke standard Wayleave to endorse/promote the standard terms - Code of Practise Implement.

5.3 GMFFN Delivery - Uniform Approach through the Local Authority Highways Dept's

The procurement of the GMCA framework will not change any legislation currently within operation for street works access (NR&SWA, TMA permit schemes, full construction of highways reinstatements using new materials, HAUC Advise note etc.). There is no suggestion that the Prospectus document should replace legislation, conditions or requirements. However, there is innovation that can be used to help deliver a cost effective and cost efficient programme.

The Greater Manchester Road Activity Permits Scheme (GMRAPS) will ensure that each of the local authorities will have control of the telecoms utilities works activities to ensure that measures around quality of reinstatements, close out of works, over run of works and defects are captured and corrected.

The GMCA framework should be promoting consistency through best practice and the procurement process by utilising the current measures through legislation, which will be appropriate to individual authorities.

The successful asset providers will be required to plan, engage and sign up to GMCA's performance plan of delivery for LFFN to work.

**PLAN
ENGAGE
SIGN UP**

5.4 "No-Dig or Dig Once" Strategy

One of the most effective ways to manage fibre infrastructure implementation of the "dig once" approach is through increased levels of collaboration, including the regular LA street works co-ordination meeting. Through these meetings all street works are coordinated e.g. when a road is being excavated for utilities infrastructure, we will be promoting joint trench options for additional ducting to be laid where it's beneficial to the LFFN project.

Proposed actions following review: -

- There will be full disclosure by Greater Manchester Authorities of short, medium- and long-term street and highway proposals to enable fibre infrastructure providers to align investment with planned highway and utility digs wherever possible to minimise costs and disruption.
- During the local authority's statutory quarterly coordination meetings with all the utilities, the Telecoms Service Providers (TSP) network improvements and Joint Utility Trench (JUT) opportunities will be communicated
- Agreed a "protocol of use" with the TSP of utilising their existing network to facilitate our provision will be agreed.
- This will be aligned with the current Greater Manchester Road Access Permit Scheme to ensure consistency of approach.
- The DCMS Street Works Toolkit to provide reference and best practice examples to support these increased levels of collaboration and coordination.

In February 2018, Ofcom published a series of final proposals that it hoped would incentivise further industry investment in FTTP (Fibre to the Premise) by making infrastructure cheaper to build. Ofcom said that its plans would reduce the cost of full-fibre broadband network builds by up to 50% and would help the industry hit its own targets of connecting up to 20% of UK premises to FTTP broadband by 2020 – the current figure stands at around 5%. The regulator reiterated that Openreach was obliged to open its poles and ducts to rivals.

It is anticipated the Fibre Providers will consider the adoption of either the No-Dig (via PIA or other option) or Dig Once Strategy as appropriate when deploying infrastructure works.



6. FULL-FIBRE ROLL-OUT: COMMUNICATION & COORDINATION

6.1 Early Engagement & Programme Development

So much an ingredient of success for this Local Full-Fibre Programme implementation relies on timely and effective communication and coordination. With the Greater Manchester Combined Authority covering ten (10) Highway Authorities (HAs), it is critical that any works are planned and delivered in a coordinate manner.

In order to best facilitate this early and ongoing communication and coordination, Fibre Providers are encouraged to co-locate with GM District teams where possible. District teams have undertaken to create suitable working space to enable co-location and thereby increase access to real-time planning information.

At the earliest practical time, Fibre Providers will be in contact with respective GM HAs to share their proposed Deployment Plans. These plans will show proposed deployment of works along with works extent, timing and proposed resource usage.

It will be the responsibility of the respective Highway Authority to provide the Fibre Providers with their latest, most accurate information on the specific asset sections likely to be affected by the works. The District's asset management systems will provide the detailed inventory and condition data required by the Fibre Providers to ensure the most effective, and also to determine the optimum location for works.

GM Districts will also review Providers' Deployment Plans in relation to existing Capital and Structural Maintenance programmes in place by the highways service to identify potential conflicts of work extent, timing and general disruption to the travelling public, and business and residential users affected.

Following coordination between Providers and Highways Authorities, and with liaison and input from the GMCA Digital Infrastructure Coordinator, the Providers will revise and produce an updated Deployment Plan for implementation.

Page 42

6.1.1 Existing Investment Programmes

Where Fibre Providers and individual GM Districts have already developed and commenced planning and deployment for their wholesale investment programmes, there will be a requirement to communicate and coordinate with Local Authority representatives, respective District Streetworks Coordinators and Asset Managers to facilitate a programme of works minimising disruption and avoiding overbuild and duplication.

6.1.2 Exclusion / No Damage to New Roads (< 3 years)

Fibre Providers will coordinate programming plans to avoid deploying works in areas of carriageways and footways where new or renewal works have been undertaken within the previous 3 or 5 years (dependent on treatment type). If, through mutual coordination and planning it is deemed necessary to undertake works within these network areas, reinstatement must achieve a level of quality consistent with the new/renewed asset.

6.2 Tactical Planning & Permitting

Once revised Deployment Plans are agreed with the respective, the indicative timings, durations and works extent must be used to provide input to requisite planning and permitting arrangements, primarily through the GMRAP process but also in compliance with locality managers and community groups as required.



6.3 Operational Planning & Deployment

Regular communication and coordination are required throughout the deployment of physical works, ensuring that all required approvals have been provided to enable works to commence and to monitor progress to completion. To that end, active involvement with Streetworks Coordinators/Traffic Managers and Highways Asset Managers with Fibre Providers' team will be key.

6.4 Development of GM Service Level Protocol

Following the appointment of Full-Fibre providers for the LFFN Programme, the relevant working groups within Greater Manchester (including Streetworks Coordinators and Asset Managers) will convene and develop a GM Service Level Protocol that will define the specific requirements of the Providers in relation to the above key stages. This protocol will include interpretation and practical application of the NRSWA Specification for the Reinstatement of Openings in Highways for the physical deployment of works, and the GMRAPS process for permitting.

One of the key aspects to be defined within this Protocol will be a 3600 performance aspect to assess the effective of this LFFN Programme Implementation, and both the Providers and GMCA/Districts functions within.

7. MAINTAINING THE FULL-FIBRE ASSET

Through the effective implementation of this LFFN programme, it is critical that the Providers take into account, and work closely with District Highway Asset Managers to ensure the long term sustainability of the highways asset (within which the fibre infrastructure exists). To this end, the importance of early engagement and effective coordination as set out in Section 6 will support this sustainability, but equally so is the Provider and District approach to maintaining high quality workmanship and reinstatement standards following fibre placement.

7.1 Quality Standards

Quality relating to testing with regard to Street Works relates to core sampling for depth and air voids from the cores that have complied with the layer thickness. The infrastructure providers will need to have their own compliance checking process within their contracts and they must include:

- ✓ depth checks for the installation of the network
- ✓ compaction checks on granular material using clegg hammers
- ✓ temperature audits for hot lay material



8. GOVERNANCE & MONITORING – CONTRACT ASSURANCE

7.2 Reinstatement standards and consistency

Key to this will be the reinstatement options the Fibre Providers will adopt. This aspect of work has seen a lot of activity in terms of innovation with developments such as a volumetric asphalt process where bituminous materials are mixed on site. This process would deliver a consistent product as part of a just in time delivery model giving the contractor full control over the works, it reduces waste and increases recycling. There are other materials being developed which could make a significant contribution to the delivery plan and improve productivity. Key to the strategy must be to set in place a framework which encapsulates the notion of innovation idea and helps reduce the potential negative impact of works and safeguards the highway asset.

The Provider executing works shall reinstate the highway in accordance with the statutory "Specification for Reinstatement of Openings in Highways". The guarantee shall begin on the completion of the permanent reinstatement and shall run for the period set out in the specification (currently 2 years or 3 years if the opening was 1.5 metres or deeper).

The Highway Authority or Contracting Body may carry out investigatory works as appear to them necessary to ascertain whether the Provider has complied with the specification. If failure is discovered the Provider shall bear the cost of the investigatory works and any works required to rectify the reinstatement.

In addition, inspections may be undertaken by the Highway Authority in accordance with the "Code of Practice for Inspections" and inspection fees may be recovered. The provider shall bear these costs which is currently £47.50 per inspection. Remedial works must be completed within ten working days or a period agreed with the highway authority following a joint inspection.

7.3 Testing and monitoring of reinstatements

If defects are discovered that are likely to cause danger the Highway Authority will normally notify the Provider immediately. The Provider shall take immediate action to make the site safe either by signing, lighting and guarding or carry out an interim/permanent reinstatement (or other agreed method agreed by the authority). The Provider shall contact the Highway Authority within 2 hours of the notification with the actions taken. The Highway Authority may take remedial action if they feel the danger requires attention straight away or the Provider fails to make good the defect or fails to inform the Highway Authority. The authority may recover their cost making the defect good and these will be borne by the provider.

8.1 Key Stakeholders for the GM Full Fibre Network

A fundamental requirement and significant challenge to the effective implementation of our GM Full-Fibre Network programme is the ongoing collaboration and coordination of the various groups of stakeholders within the region.

- Local Authorities Street Works Coordinators
- District, TfGM & GMCA Planning Managers
- District Highways Asset Managers
- Full-Fibre Network Service Providers
- Department of Culture, Media and Sport - Barrier Busting Taskforce
- Department for Transport
- Key Business / Commerce Representatives

8.2 Coordination of Activities

GMCA is committed to putting in place a Digital Infrastructure Coordinator to take forward these activities drawing upon local knowledge and expertise to establish clear public/private sector engagement structures to ensure effective communication across Greater Manchester. Pivotal to this will be the quarterly Street works coordination meetings.

8.3 Contract Assurance

Digital governance is a discipline that focuses on establishing clear accountability for digital strategy, policy, and standards.

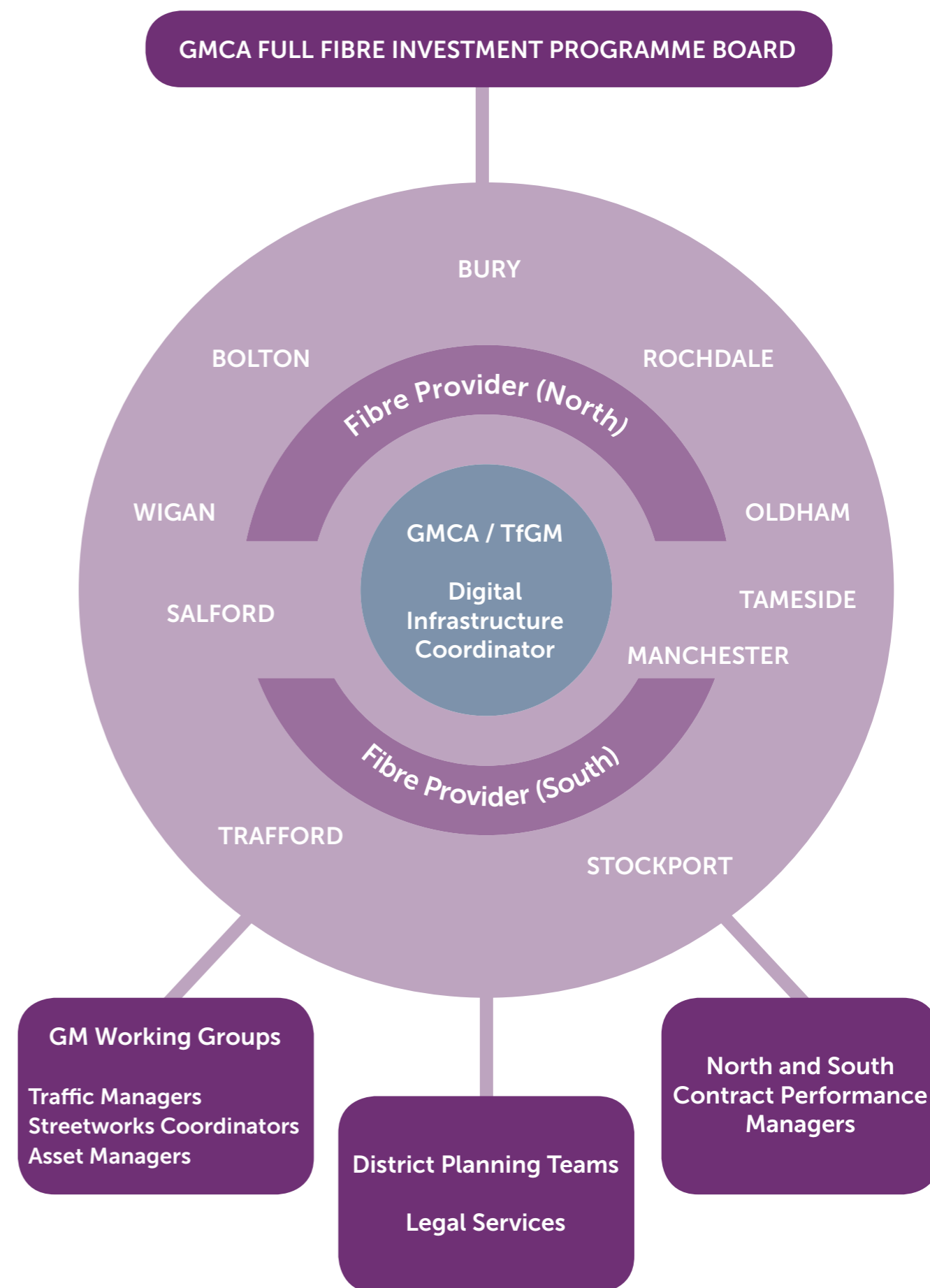
The Prospectus sets out a policy line but to drive this forward and maintain continuous improvement and investment there is a need to set out a digital governance framework which specifies who has decision-making authority and who provides input for digital strategy, digital policies, and standards.

Investment aspirations will in part be realised where providers have confidence in a delivery mechanism which is underpinned by a digital governance structure that centres on thoughtful, systematic, and transparent structures. It is accepted that digital governance is complex and that no single team has the background to make all the decisions, however it would provide the bridge for decision makers and delivery providers to connect. Governance will be required to ensure that operational processes and ensure stakeholders are working in a framework which has structure and delivers consistency. Each element needs to be clear of its 'fit' within the overall aspiration and how each of them will turn policy into reality in operational terms.

A digital champion that provides a conduit with the board, GMCA members, and Infrastructure delivery organisations would to me seem a high priority. In all discussions with the DCMS and Communication providers a central focus was number one on the list of needs. This gives them comfort around consistency, transparency and corporate responsibility. Each District shall nominate an individual/s to represent both the Highways Asset and Streetworks aspects when liaising with the Fibre Provider.

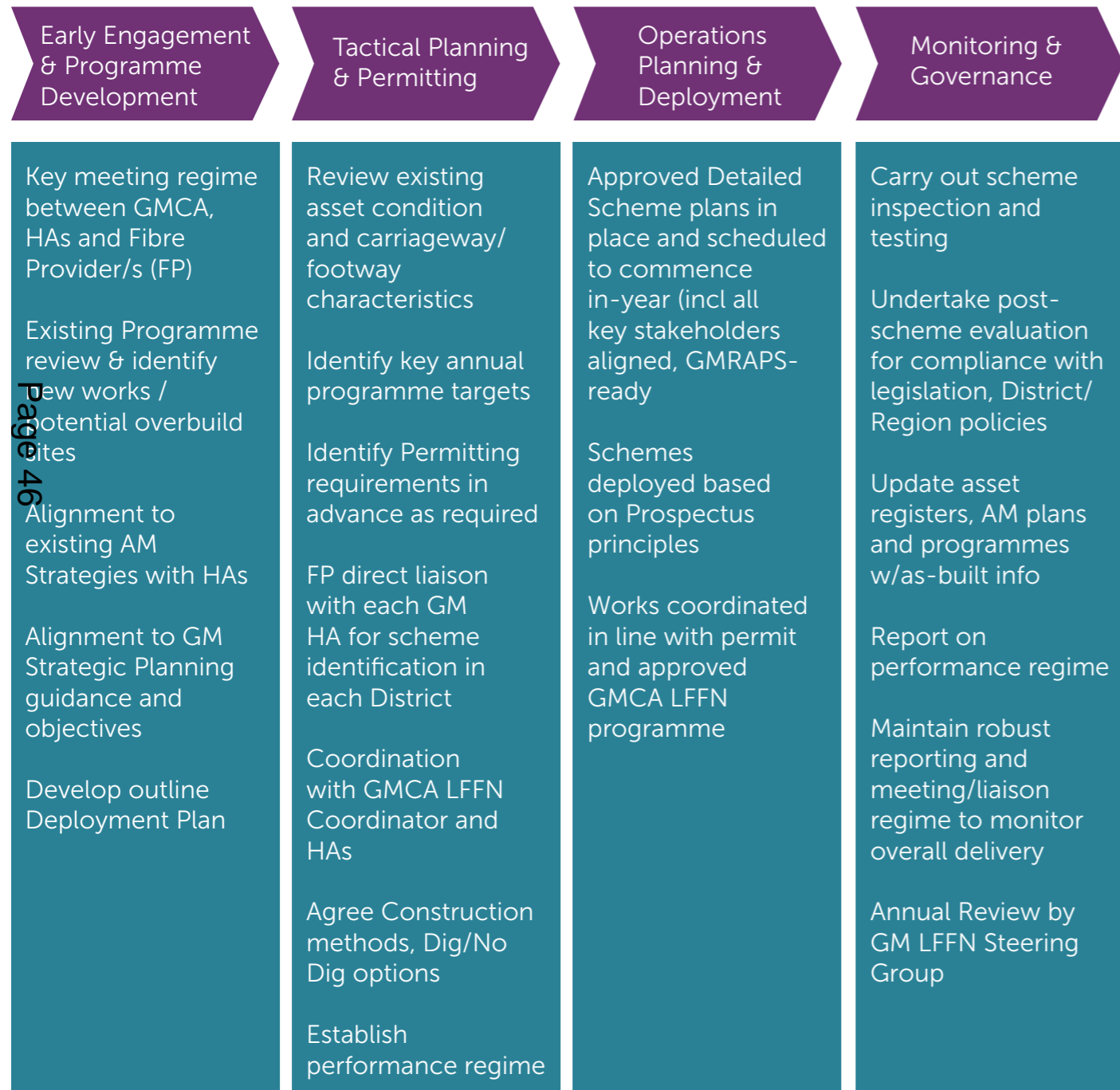
The figure below establishes the key links between the various parties to the LFFN programme implementation, and through the development of the Service Agreement Level Protocol, appropriate reporting frequencies and formats will be defined and agreed with Providers, and regular monitoring and reporting shall be undertaken.

Page 15



9. RELEVANT REFERENCE DOCUMENTS

9.1 Appendix A: GM Service Level Protocol Process Overview



Page 46

10. ACKNOWLEDGEMENTS

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