

## GMCA OVERVIEW & SCRUTINY COMMITTEE

**DATE:** Wednesday, 27th September, 2023

**TIME:** 2.00 pm

**VENUE:** The Tootal Buildings - Broadhurst House , 1st Floor, 56  
Oxford Street, Manchester, M1 6EU

### AGENDA

- 1. Welcome and apologies**
- 2. Chair's 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 least 48 hours in advance of the meeting.
- 4. Minutes of the previous meeting held on 16 August 2023** 5 - 12

To consider the approval of the minutes of the meeting held on 16 August 2023.

<b>BOLTON</b>	<b>MANCHESTER</b>	<b>ROCHDALE</b>	<b>STOCKPORT</b>	<b>TRAFFORD</b>
<b>BURY</b>	<b>OLDHAM</b>	<b>SALFORD</b>	<b>TAMESIDE</b>	<b>WIGAN</b>

Please note that this meeting will be livestreamed via [www.greatermanchester-ca.gov.uk](http://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.

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|------------|---|----------|
| <b>5.</b>  | <b>Trailblazer Implementation</b><br>Report of Eamonn Boylan, Chief Executive Officer, GMCA and TfGM, and Andy Hollingsworth, Head of Devolution, GMCA  | 13 - 28  |
| <b>6.</b>  | <b>Bee Network - Launch of Bus Franchising (Tranche 1)</b><br>Verbal update from Steve Warrener, Managing Director, Transport for Greater Manchester.   |          |
| <b>7.</b>  | <b>Bee Network Cycle Hire Recovery Plan</b><br>Report of GM Mayor Andy Burnham, Portfolio Lead for Transport, and Richard Nickson, Programme Director – Active Travel, Transport for Greater Manchester   | 29 - 38  |
| <b>8.</b>  | <b>Integrated Water Management</b><br>Report of Councillor Tom Ross, Portfolio Lead for Green City Region and David Hodcroft, Principal – Planning Strategy, GMCA   | 39 - 72  |
| <b>9.</b>  | <b>Work Programme &amp; Forward Plan of Key Decisions</b><br>Report of Nicola Ward, Statutory Scrutiny Officer, GMCA  | 73 - 104 |
| <b>10.</b> | <b>Future Meeting Dates</b><br>Future meetings are scheduled to take place at 1-3pm on the following dates:<br><br>25 October 2023<br>22 November 2023<br>13 December 2023<br>24 January 2024<br>7 February 2024<br>21 February 2024<br>20 March 2024 |          |

**11. 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**

**12. Bee Network Cycle Hire Recovery Plan**

105 - 110

Report of GM Mayor Andy Burnham, Portfolio Lead for Transport, and Richard Nickson, Programme Director – Active Travel, Transport for Greater Manchester

For copies of papers and further information on this meeting please refer to the website [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following

Governance & Scrutiny Officer: Elaine Mottershead

✉ [elaine.mottershead@greatermanchester-ca.gov.uk](mailto:elaine.mottershead@greatermanchester-ca.gov.uk)

This complete agenda pack was issued on Thursday 21 September 2023 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

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**Declaration of Councillors' Interests in Items Appearing on the Agenda**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

## Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

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:

1. Bodies to which you have been appointed by the GMCA
2. 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:**

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. 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**

1. If the answer to that question is 'No' then that is the end of the matter.
2. 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 is prejudicial**

A personal interest becomes a prejudicial interest:

1. where the wellbeing, 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.
2. 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:**

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

**To note:**

1. You may remain in the room and speak and vote on the matter
2. 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:**

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. 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 MEETING OF THE  
GMCA OVERVIEW & SCRUTINY COMMITTEE  
HELD WEDNESDAY 16 AUGUST 2023  
AT THE TOOTAL BUILDINGS, BROADHURST HOUSE, 1ST FLOOR,  
56 OXFORD STREET, MANCHESTER, M1 6EU**

**PRESENT:**

Councillor Nadim Muslim	Bolton Council (Chair)
Councillor Peter Wright	Bolton Council
Councillor Russell Bernstein	Bury Council
Councillor Nathan Boroda	Bury Council
Councillor Mary Whitby	Bury Council
Councillor Linda Foley	Manchester City Council
Councillor Mandie Shilton Godwin	Manchester City Council
Councillor John Leech	Manchester City Council
Councillor Tom Besford	Rochdale Council
Councillor Patricia Dale	Rochdale Council
Councillor Sameena Zaheer	Rochdale Council
Councillor Joshua Brooks	Salford City Council
Councillor Lewis Nelson	Salford City Council
Councillor Marie Brabiner	Salford Council
Councillor Helen Hibbert	Stockport Council
Councillor Jill Axford	Trafford Council
Councillor Shaun Ennis	Trafford Council
Councillor Nathan Evans	Trafford Council
Councillor Dane Anderton	Wigan Council
Councillor Debra Wailes	Wigan Council

**OFFICERS IN ATTENDANCE:**

Eamonn Boylan	GMCA
Gwynne Williams	GMCA
Nicola Ward	GMCA
Adrian Bates	GMCA
Laura Blakey	GMCA
Elaine Mottershead	GMCA
Ninoshka Martins	GMCA

## **O&SC 13/23            APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Basil Curley, Colin McLaren, Jenny Harrison, Naila Sharif, Joanne Marshall, and Fred Walker.

## **O&SC 14/23            CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

### 1.    GM Cycle Hire Scheme

Eamonn Boylan, Chief Executive Officer GMCA & TfGM, provided a verbal update on the GM cycle hire scheme. The level of theft and vandalism to the bikes had been such that the required repair rate could not be sustained. A recovery plan had now been put in place and was summarised as follows:

- The recovery plan and maintaining subsequent operation of the scheme would be managed within the original budget that was set in 2021.
- The company operating the scheme had made improvements with additional resources to increase the capacity of their repair and maintenance workshop, alongside improvements to security and technology.
- The Greater Manchester scheme was out-performing its business plan as well as similar arrangements in London (the publicly owned scheme, not the private schemes) and West Midlands.
- Manchester, Salford and Trafford had areas where the scheme had been temporarily suspended but there were no current plans to permanently remove the scheme from any areas. The temporary suspensions would be reviewed in September 2023 by all partners including Greater Manchester Police.
- At the lowest level, there were 200 bikes in operation. There were now 320 in operation with a target of 500 to be available by the end of August 2023.
- In response to a member's question around the sustainability of the scheme and the temporary suspensions, it was confirmed that a significant surplus was retained to ensure that there were replacements readily available.
- In response to a member's request, it was agreed that a full written report (including financial data and the recovery plan) would be brought to the next meeting on 27 September 2023.

2. Urgent Item – Call-in of Chief Executive decision regarding investment to LoveRaw Ltd

Following the requisite number of call-in requests received, the Chair had agreed to consider the report relating to GMCA Investment: LoveRaw Ltd as an item of urgent business for this meeting (Part B).

**RESOLVED /-**

1. That a progress report on Greater Manchester's Cycle Hire scheme be brought to the next meeting.
2. That the Committee consider the report relating to GMCA Investment: LoveRaw Ltd as an item of urgent business for this meeting (Part B).

**O&SC 15/23            DECLARATIONS OF INTEREST**

No declarations were received in relation to any item on the agenda.

**O&SC 16/23            MINUTES OF THE MEETING HELD ON 26 JULY 2023**

**RESOLVED /-**

That the minutes of the meeting held on 26 July 2023 be approved as a correct record.

**O&SC 17/23            GREATER MANCHESTER RACE EQUALITY STRATEGY**

Councillor Arooj Shah, Portfolio Lead for Equalities and Communities, introduced the report which provided an overview of the developing Greater Manchester Race Equality Strategy. Councillor Shah acknowledged that tackling race inequalities required a long-term commitment and thanked colleagues in Greater Manchester for their continued support and leadership specifically from Elizabeth Cameron, Chair of the Equality Board and GM Mayor Andy Burnham.

During the pandemic, structural racism and related inequalities came to the forefront and were quickly identified as priorities for the region. Councillor Shah drew members' attention to some of the statistics in the report around employment, children & young people, health and housing which further highlighted the need for priority work on this strategy. Five key areas had been identified around leadership, accountability and community engagement, commitment and resources, and performance measures to ensure the required steps could be implemented effectively.

The Chair invited members to consider their potential role in this work and the following questions and comments were noted:

- The Committee agreed that the suggested themes suggested for the Race Equality Strategy felt right.
- In order to support the ambitions, members of the Committee agreed that there was a strong need for political leadership from all place leaders and that a hands on approach to challenging systemic issues was called for.
- There was a view from some members that the report could have contained more detail and specific outcomes. Councillor Shah responded that, as Portfolio Lead, she had been requested to bring this strategy at a very early point to ensure involvement at the developmental stage and that this engagement with Overview & Scrutiny would help shape the priority outcomes for the Strategy.
- There was a challenge around the detail contained in paragraph 1.4 of the report and what work had been done since the Race Equality Panel's establishment in 2020. Councillor Shah responded that progress was at a pace that was disproportionate to the dedication and support of colleagues, some of whom worked in a voluntary capacity, however it was reflective of the significance of the task and the time needed to bring about effective change.

There was acknowledgement that not all statistics could be improved e.g. where health statistics had a genetic basis but, in those situations, members should look to seek improvements on processes or outcomes instead. Similarly, there was discussion about the lack of potential impact in certain areas where there might not be tangible consequences e.g. if a company was not adhering to Greater Manchester's Living Wage initiative.

- It was suggested that, whilst this work needs to be integrated into all other areas, it may benefit from a scrutiny Task and Finish approach. This could for example, include the links between race equality and the criminal justice and education systems.

- The level of scope for this work was discussed and a suggestion made to prioritise quick wins in order to increase the visibility of stepped change and provide focus for the programme.
- In agreeing the initial steps, clarity would be provided over the resources required to deliver on the agreed actions, one of which could be to consider a level of remuneration for Panel members. It was agreed that clear links and a stronger working relationship should be formed between the Overview and Scrutiny Committee and the Race Equality Panel but with a clear aim of co-production and not as a token checkpoint.
- In response to a member's query, Councillor Shah confirmed that the voluntary and social enterprise sector were involved through the members of the panel that already work in that sector and had been consulted already on the Strategy and would continue to be engaged.
- There was a practical suggestion around sourcing work and reports that had been done previously as a baseline. The strategy should, make reference to previous strategies with some explanation as to why they did not produce the desired outcomes, however, reflect that some new approaches would now be necessary.
- Members commented that the GM trailblazer deal should be used to embed the principles of the Strategy in service procurement, delivery and future planning.

#### **RESOLVED /-**

1. That the contents of the report be noted.
2. That the comments of the Overview and Scrutiny Committee be considered when further developing the strategy.
3. That the Equality Strategy, with its links to other areas of work, be considered by the GMCA Overview & Scrutiny Committee for a task and finish project.

**O&SC 18/23            WORK PROGRAMME & FORWARD PLAN OF KEY DECISIONS**

The Chair reminded the Committee that they would be undertaking a workshop to plan the future work programme.

**RESOLVED /-**

That the Overview & Scrutiny work programme be noted.

**O&SC 19/23            FUTURE MEETING DATES**

The Chair drew members' attention to the list of future meeting dates and that the meeting on 27 September will be held at the different time of 2-4pm.

**RESOLVED /-**

That the schedule for future meetings be noted:

27 September 2023	2-4pm
25 October 2023	1-3pm
22 November 2023	1-3pm
13 December 2023	1-3pm
24 January 2024	1-3pm
7 February 2024	1-3pm
21 February 2024	1-3pm
20 March 2024	1-3pm

**O&SC 20/23            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.

**RESOLVED /-**

1. That the contents of the report be noted.
2. That the Committee make no recommendations in relation to the GMCA Investment: LoveRaw Ltd, noting that the decision will stand and may be implemented with immediate effect.
3. That the report on GM Investment Funds, submitted to the GMCA at its meeting on 28 July 2023, be circulated to Committee members.
4. That GM Investment Funds be included on the Overview & Scrutiny Committee future work programme.

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## GMCA Overview & Scrutiny Committee

Date: 27 September 2023

Subject: Briefing on Trailblazer Devolution Deal for Overview and Scrutiny Committee

Report of: Eamonn Boylan, Chief Executive Officer GMCA & TfGM

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### Purpose of Report

To provide the GMCA Scrutiny Committee with an update on the GM Trailblazer Devolution Deal following its agreement on 15 March 2023.

### Recommendations:

That the GMCA Overview & Scrutiny Committee –

1. Note the progress update regarding the GM trailblazer devolution deal.
2. Consider where the Overview & Scrutiny Committee would like to be engaged as the preparations for the deal develop over the forthcoming months.

### Contact Officers

Andy Hollingsworth, Head of Devolution GMCA.

## 1. Background

- In February 2022, the UK Government (UKG) announced an intention to do new 'Trailblazer' or 'Deeper' Devolution Deals with Greater Manchester and the West Midlands in the Levelling Up White Paper. These Deals were agreed and announced in the March 2023 UKG Budget. The [GM Trailblazer Deal](#)<sup>1</sup> was subsequently endorsed by GMCA on 24 March 23.
- The Deal is wide-ranging, making over 130 specific commitments which range from establishing joint partnership boards to more substantive devolution of responsibilities and covering a wide range of policy areas. A summary of the Deal is attached at Annex A.

## 2. Progress and next steps

- Following Deal signing, GMCA Officers have been working with UKG officials to start implementing the commitments. This is a wide-ranging programme of activity cutting across much of the Combined Authority's business. Broadly, commitments can/will be implemented over three timescales:
  - **(Almost) Immediate:** e.g Year 1 Brownfield Land Fund, Selective Licensing freedoms, immediate Affordable Homes Programme flex.
  - **3-12 months following Deal signing:** e.g future Brownfield Land Fund, new flexibilities on skills funding, agreement of rail ticketing pilots, Strategic Partnerships and Joint Boards.
  - **Medium term (April 25 onwards):** e.g Single Settlement goes live, full new model of Affordable Homes Programme oversight.
- Given the wide-ranging nature of the Deal, and the need to integrate powers and responsibilities into a 'new normal' way of working, existing business-as-usual governance arrangements will be used to track the detailed implementation of the Deal in relevant policy areas. In parallel, periodic high-level overviews (inc. any emerging issues or delays) will be provided.

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<sup>1</sup> Greater Manchester Combined Authority Trailblazer deeper devolution deal:  
<https://www.gov.uk/government/publications/greater-manchester-combined-authority-trailblazer-deeper-devolution-deal>

- The following sub-sections provide a high-level update on progress implementing the Deal since March, except for the Single Settlement which is covered in Section 3. This includes an update on several Trailblazer-related announcements made by GMCA since the Deal was signed; on technical education, the Bee Network, and private rented sector housing quality.

### Governance and accountability

- GMCA officials have provided an informal briefing session for new members of the Overview and Scrutiny Committee (OSC) on the Trailblazer Deal to support their future work programming and to ensure OSC Members are able to effectively scrutinise Deal implementation.
- Work is progressing between GMCA officers and UKG officials on the proposed MP Scrutiny Sessions set out in the Trailblazer Deal. We expect a draft Terms of Reference to be presented to Leaders shortly, before or alongside UKG Ministers engaging with GM MPs to seek their views.

### Data and digital

- GMCA will attend its second meeting of the National Chief Data Officers' Council in September. A first joint workshop with West Midlands Combined Authority (WMCA) and the Levelling Up Department's (DLUHC's) Spatial Data Unit has also been held to discuss the scope of the Data Partnership and GMCA officers are working to identify priority datasets to seek access to.
- The Digital Infrastructure Leadership Group will meet in September.

### Fiscal Devolution

- Work is progressing on the extension of Business Rates Retention (BRR) across Greater Manchester for ten years, with official-level discussions about the Memorandum of Understanding which will govern the new arrangements.
- Similarly, work is progressing on the Growth Zones (GZs) agreed in the Deal (smaller sites with 25-year rates retention) and how they interact with the similar business rates retention sites on offer to GM through the UKG Investment Zone (IZ) programme. The working assumption remains that there could be a wider reset of the business rates system within the next 10 years from which the GZs and IZ rates retention sites would be exempt. The differential benefit between the GZs and IZs and the wider extension of BRR will be realised at the point of this wider reset.

## Housing and regeneration

- Positive discussions are ongoing to remove the need to return unspent and uncommitted monies from the Housing Investment Fund (HIF) to UKG.
- There are also positive ongoing discussions with UKG officials about the Deal commitments on the Affordable Homes Programme (AHP). For now these are focussed on the more immediate flexibilities agreed in the Deal. Once resolved they will move onto operationalising the more wide-ranging commitments which come into force from the start of the next AHP in 2026.
- Progress is on-track for full devolution of the £150m Brownfield Funding agreed in the Deal over the next three years. Methodology and allocations for the first year's funding were approved by GMCA on 30 June 23.
- On 27 June 2023, GM published '[A New Deal for Renters](#)'<sup>2</sup> which set out policy proposals for how to tackle poor quality in the private rented sector, including through use of the new powers and roles agreed in the Deal.
- The new freedom to designate larger selective licensing schemes without UKG approval has been enacted by the DLUHC Secretary of State issuing a General Approval for such schemes to all GM Local Authorities on 14 September 2023.
- Cross-Whitehall meetings of the Housing Quality Policy Sandbox between GMCA and UKG officials have also begun. This is the joint taskforce agreed in the Deal to *“explore changes to the current operation of the welfare, housing and health and social care systems within GM”* to *“drive improvements to the renting experience for tenants and landlords and the quality of homes in the private rented sector”*. Emerging policy ideas from the group will feed into the proposed Joint Ministerial Housing Strategy Group.

## Skills and employment

- On 16 May 2023, GMCA published '[Toward a Technical Education City Region](#)'<sup>3</sup>, a paper setting out a vision for how the new Trailblazer powers could be used to deliver an integrated technical education system in GM.

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<sup>2</sup> A New Deal for Renters, GMCA: <https://www.greatermanchester-ca.gov.uk/what-we-do/planning-and-housing/a-new-deal-for-renters/>

<sup>3</sup> Toward a Technical Education City Region, GMCA: <https://greatermanchester-ca.gov.uk/what-we-do/work-and-skills/technical-education-city-region/>

- Following a consultation on the proposals over the Summer, GMCA will be discussing proposals for a new integrated governance model for skills and employment on 29 September 23. This model incorporates GM's new joint oversight role for post-16 technical education and careers, co-commissioning responsibilities of employment support, and wider labour market oversight, via a Joint Oversight Board with a set of sub-committees and Employer Boards. If endorsed, the intention is that this model will be operating in shadow form by October 2023, and be fully operational in early 2024.
- The wider devolution of non-Apprenticeship, post-19 adult skills functions and funding from the next Spending Review (SR) will be enacted via the Single Settlement. Within this SR, work is ongoing to deliver the target thresholds and spend levels set out in the Deal to unlock additional freedoms over Free Courses for Jobs (FCFJ) and Bootcamps funding.
- Discussions are ongoing with Department for Work and Pensions (DWP) officials about operationalising the commitment to co-design of all future contracted employment support programmes, with a focus on upcoming or recently announced initiatives (Universal Support and Pioneer programme).

## Transport

- The Trailblazer Deal confirmed a commitment to delivering *“full multi modal fares and ticketing integration across bus, Metrolink, rail and cycle hire (including fares simplification and capping) by 2030”* with *“PAYG ticketing pilots, to be developed and agreed by the end of 2023”*. The locations of these first pay-as-you-go pilots were [announced on 26 June 2023](#)<sup>4</sup> (in a wider set of Bee Network announcements). The first pilots will be the Hadfield/Glossop-Piccadilly and Stalybridge-Victoria lines and will launch in 2025.
- On 1 August 2023, TfGM and Network Rail agreed a Partnership to seek opportunities to deliver an integrated transport system, look at land development and placemaking around stations, and improve both accessibility and environmental footprints. It will initially focus on the six central stations (Piccadilly, Victoria, Deansgate, Oxford Rd, Salford Central and Salford Crescent).

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<sup>4</sup> Better off with the Bee Network, TfGM: <https://news.tfgm.com/press-releases/9dd7282f-3098-4e35-b4d2-05f9540fc3f0/better-off-with-the-bee-network-new-tickets-to-make-travel-20-cheaper-as-greater-manchester-moves-closer-to-london-style-transport-network>

- The Greater Manchester Rail Board met for the first time in August 2023, with representatives from Government and the rail industry. The Board noted the good progress made on working towards the delivery of the Rail Trailblazer Devolution Deal Commitments. Industry representatives also signalled a willingness to ramp up the pace of the delivery of the Fares and Ticketing PAYG programme **and** look at delivering opportunities around modal integration and wider fares simplification, allowing GM to align rail fares and ticketing with proposed Bee Network products.
- Intensive work is ongoing between GM, the Department for Transport (DfT) and Levelling Up Department (DLUHC) to identify the exact legal mechanism which would enable GM to effectively tackle and enforce against anti-social behaviour and fare evasion on the bus network.

### Economy and culture

- Discussions are ongoing at an official level about the establishment of Strategic Partnerships for Innovation, Business Productivity and Culture. We currently expect all three to begin meeting in the Autumn. In all cases, there has been some debate between GMCA Officers and UKG officials about the scope, terms of reference, and intended purpose of the Partnerships.
- There are also ongoing discussions with UKG officials about operationalising the commitments on trade, investment and exporting, with a workshop of Senior Civil Servants and Senior GMCA Officers planned for early Autumn to take this forward.
- Discussions with the relevant officials in the Department of Science, Innovation and Technology (DSIT) have begun, **including through** three specific workstreams to progress the R&D Trailblazer commitments.

### Net Zero and the Environment

- Positive progress is being made on the Deal commitments relating to the energy market, Local Area Energy Planning, and Local Nature Recovery, with productive discussions between GMCA officers and relevant UKG officials and regulators. Commitments to explore the case of local Minimum Energy Efficiency Standards seem in doubt following a wider UKG policy shift on these standards nationally.
- Progress on the pilot devolution of net zero funding (inc. but not necessarily limited to buildings retrofit) will be progressed via the Single Settlement.

## Public services

- The Integrated Care Partnership is working on the components of the Deal that relate to integrated workforce approaches across health and care, principally through the GM Integrated Social Care Workforce Strategy and Development of the GM Care Academy.
- It is hoped that the Deal commitment to considering the inclusion of future funding streams relating to Multiple Disadvantage (MD) in the Single Settlement will be operationalised via the Settlement Memorandum of Understanding (MoU). In parallel, work is underway through the Reform Delivery Exec to develop a system wide business case and understand the breadth of previous MD funding streams potentially in scope in future.

### **3. Single Settlement Update**

- Alongside the policy-specific commitments, the Trailblazer also committed to a fundamental shift in the way UKG funding flows to GMCA. A central component of the Deal was the commitment to a new 'Single Settlement' from the next Spending Review. As the introduction to the Deal sets out:
  - *“The deal sets out a landmark new approach to devolution in England, devolving responsibility for a clear set of policies and functions to GMCA to support economic growth, alongside enhanced accountability with clear outcomes for delivery... This will be underpinned – from the next SR – by a single funding settlement, to invest in local priorities.”*
- At core, the Single Settlement is about enabling GM (both GMCA and GM Local Authorities) to act in different ways, use funding more flexibly and effectively, and deliver better outcomes for our residents. By significantly trimming back the reporting arrangements, ringfences and other bureaucracy associated with UKG funding we should free GM authorities collectively to take the decisions that will make the most sense for our places and residents.
- The Settlement also addresses a longstanding issue with the Combined Authority (CA) model in England by establishing a core funding settlement for a core set of responsibilities at the CA level (akin to the Local Government Finance Settlement). This means there are real opportunities to learn from the funding, delivery and decisionmaking processes we already have in our Local Authorities (both what works and what doesn't).

- The Single Funding Settlement is expected to cover five policy ‘pillars’:
  - Local Growth and Place
  - Local Transport
  - Housing and Regeneration
  - Adult skills
  - Buildings Retrofit and Decarbonisation
- The Trailblazer Deal did not set out details of how the Settlement will operate but did agree a set of principles which would shape this detailed model. These were that the Settlement would:
  - *“Cover an entire spending review period”*
  - *“Replace individual grant funding streams”*
  - *“Be the default mechanism through which GMCA receives their relevant share of additional funding for new national budgets or programmes announced during a spending review period associated with the functions that are devolved to GMCA”*
  - *“Give GMCA greater flexibility to plan and fund local priorities over the longer term... [giving] GMCA a greater ability to flex funding across the pillars of the single settlement... for activity outside of that pillar”*
  - *“Be contingent on GMCA agreeing with the government a single, streamlined accountability framework for the settlement...[including] the assurance framework administered by DLUHC, the specific outcomes GMCA will achieve over the spending review period or funding period, and appropriate spending control processes.”*
  - *“Represent a change to the wiring, nature and flexibility of funding from central government rather than the quantum.”*
- To begin working through the details of how the Settlement will work in practice, the Deal confirms that *“Government will work with GMCA to agree a memorandum of understanding (MoU) outlining how single settlements will work by the end of January 2024”*. GMCA officials are currently in discussions with Treasury (HMT) and Levelling Up Department (DLUHC) officials, and officers from the West Midlands Combined Authority (WMCA) regarding the scope and content of the MoU, and the specific publication timeline.



- Following the MoU, the exact allocation of GMCA's first Single Settlement will be decided via the UKG Spending Review. We do not know when this will happen, but it must happen in enough time to set budgets for April 2025 onwards. From April 2025, the Settlement will go live. Government may not hold a Spending Review before the General Election and so this may mean concluding discussions on the Settlement with a new administration.

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## Briefing: Greater Manchester Trailblazer Devolution Deal

### INTRODUCTION AND BACKGROUND

- In the UK Government Budget on 15<sup>th</sup> March 2023, the Chancellor announced Government had concluded a Devolution Deal with Greater Manchester. Alongside Greater Manchester's Deal, a similar Deal for the West Midlands was also confirmed.
- The Government first announced its intent to do deeper (or Trailblazer) Devolution Deals with GM and the West Midlands in February 2022, in the Levelling Up White Paper.
- The Deal is a statement of intent from Government and GM Leaders. It will now need to go through a formal process of consultation, ratification and implementation.

### KEY ANNOUNCEMENTS

#### Single settlement

- The Deal confirms Government's intention to negotiate and implement a Single Settlement (capital and revenue) with GMCA at the next Spending Review. A Memorandum of Understanding (MoU) covering how the Settlement will operate will be agreed by Jan 2024. But the Deal sets out some key principles, agreeing the Settlement will:
  - Cover an entire Spending Review period;
  - Replace individual grant funding streams;
  - Be the default mechanism for receiving funding in areas covered by the settlement;
  - Give GMCA greater flexibility to plan and fund priorities over the longer term;
  - Be subject to a single, streamlined accountability framework; and
  - Represent a change to the wiring of funding decisions rather than quantum.
- The Single Settlement will be structured around the following areas: Local growth and place; Local transport; Housing and regeneration; Adult skills; and Retrofit/Net Zero.

#### Transport

- **Rail.** A new Rail Partnership with Great British Railways (GBR) will support the integration of Rail into the Bee Network by 2030, through a range of commitments including new governance and partnership working models (such as a GM Rail Board), data sharing arrangements, and pilots. The Deal makes firm commitments to deliver full fares and ticketing integration across bus, Metrolink, and Rail by 2030 (with the first pilots designed by the end of the year) and Bee Network co-branding across the network by 2027.
- **Roads and Buses.** The Government commits to working with GMCA and TfGM to identify the specific legal powers needed for TfGM to effectively tackle anti-social behaviour and fare evasion on the bus network. Government is also working on the reform of a key bus subsidy, Bus Service Operator Grant, and commits to giving GMCA an active role in shaping these reforms as they are developed.
- Government is open to working with GMCA to explore the potential options which could address the challenges that out-of-area working by pre-booked taxi and private hire vehicles can present. Government will also explore the options of introducing side road zebra crossings and tackling pavement parking.

## Housing and Regeneration

- **Brownfield funding.** Government will devolve £150m brownfield funding to GMCA over the next three financial years. In return, GMCA will be expected to deliver 7,000 homes.
- **GM Housing Investment Fund.** Government will waive the requirement for funding from the GM Housing Investment Fund (HIF) which has not been lent at the end of the financial year to be returned to the consolidated fund.
- **Strategic Place Partnership (SPP).** GM's existing SPP with Homes England will be strengthened. This will include closer joint working on the delivery of truly affordable net zero homes, working with partners to drive innovation in construction, materials, skills and finance needed to bring forward the development of a pipeline of net zero homes across GM.
- **Affordable Homes Programme.** The Deal sets out a new approach to the delivery of the Affordable Homes Programme (AHP) – giving GMCA an increasing ability to set the direction for the AHP in GM (a first in England outside London). This will happen in two stages, with immediate new flexibilities followed by a new model of oversight and direction when the next AHP programme begins in 2026.
- **Housing Quality.** The Deal confirms a new Housing Quality Pathfinder to support action to tackle poor quality in the private rented sector. This will deliver new powers and partnership arrangements to support GM authorities in this agenda – including:
  - A new general approval for larger selective licensing schemes in GM (ending the need for Secretary of State sign off),
  - A joint Ministerial Housing Strategy Group,
  - Early engagement on the Government's Private Rented Sector Portal and
  - A 'Policy Sandbox' exploring innovative changes to the operation of welfare, housing and health and social care systems within GM to help tackle poor quality housing.
- The Deal also confirms previously agreed funding over three years to support local enforcement, and £3.9m to lease 200 good-quality homes for use by homeless families.
- **Public Land.** The GM Housing Commission will be strengthened, with Cabinet Office attendance and a clear remit to understand where under-utilisation of public land in GM may be standing in the way of regeneration and progress requests for disposal.

## Skills and employment

- **Post-16 education and skills.** The Deal commits to a new Partnership for post-16 Technical Education and Skills, underpinned by a Joint Governance Board to provide strategic oversight of post 16 technical education and skills and ensure alignment with local labour market needs (including via implementation of GM's Local Skills Improvement Plan and development of an all-age careers strategy for GM).
- **Post-19 skills.** The Deal builds on the successful devolution of the Adult Education Budget (AEB) through committing to devolution of non-apprenticeship adult skills functions and grant funding to in the next Spending Review period. Within this SR period:
  - **Free Courses for Jobs (FCFC).** From next financial year GMCA flexibility will increase over funding (with 50% able to be used for any Level 3 course). Once GMCA has delivered 80% of available FCFJ funding met deliverability targets, all ringfences will be removed and the programme will be fully devolved.

- **Skills Bootcamps.** From next financial year, Government will increase GMCA flexibility to spend up to 30% of the available budget on Bootcamps that meet a need in any local sector, followed by 100% of the available budget in financial year 24/25, together with the ability to flex the core model to best meet local needs. As early as possible in the next Spending Review period (and subject to various conditions) – Bootcamps will be fully devolved and sit within the Single Settlement.
- **Contracted Employment Support.** The Deal commits to a co-design approach to all future contracted employment support programmes in the city-region, for young people and adults, with an assumption of a GM footprint and a delegated delivery model. This is subject to various provisos and conditions and final DWP Secretary of State sign off.
- **Careers.** Government will work with GMCA to offer a more place-based approach to careers education and develop joint governance arrangements for the delivery of careers services in GM. This will establish GMCA as the central convenor of careers provision in the region and ensure greater regional tailoring of careers provision.
- **Labour market governance.** A new DWP-GMCA Joint Strategy and Oversight Board will be formed with the authority to consider evidence, make advisory recommendations and engage in discussions proactively, to ensure that DWP, Jobcentre Plus (JCP) activity and GM activity works together to improve client outcomes.

### **Governance and accountability**

- GMCA commits to ensuring reasonable resources are available for the GMCA Overview and Scrutiny Committee to commission research and receive communications support.
- The GMCA Chair and other Members (if needed) have also committed to attend:
  - Full council meetings – up to one a year for each constituent council (if requested)
  - Public ‘Question Time’ events, chaired by an independent person.
  - Parliamentary Select Committees (if requested)
  - A new, quarterly public scrutiny session with GM Members of Parliament

### **Economy, private sector growth and culture**

- **Innovation.** A new Strategic Innovation Partnership will give GMCA a new role informing the national research and innovation ecosystem and identify further mechanisms for accelerating innovation in GM and transferring more autonomy to GM's developing regional innovation ecosystem. The Deal also confirms a range of other partnerships and pilots to support GMCA to grow the city-region's innovation ecosystem.
- **Business productivity.** A new Strategic Productivity Partnership will enable GMCA to raise local priorities for future business support and advisory services and ensure complementarity between national and local commissioning activities. The Deal also commits to a “new, empowered role in integrating, promoting and enabling access to business support and advisory services” and to a new role for GMCA in in the governance of the Northern Powerhouse Investment Fund.
- **Trade and Investment.** The Deal commits to three strands of activity on international trade, investment and export activities. These include:
  - Strengthened partnership with Government (e.g. through a new joint Trade and Investment Board, and shared outcomes for inward investment and exports),

- Activity to promote inward investment (e.g. regional support from the Office for Investment, continued joint agreement on High Potential Opportunities, and a co-developed GM-specific investment plan), and
- Activity to promote exports (e.g., supporting the development and implementation of GM-specific export plans and objectives and supporting further visits like the joint Mayoral and Ministerial visit to Dublin in March 22).
- **Culture and Tourism.** A new Strategic Cultural Partnership will identify shared priorities and align resources, with an MoU agreed by the end of the year. As part of this, Government will work with GMCA and arm's length bodies and local stakeholders to support greater funding alignment, joint investment and strategic collaboration in the region. The Deal also confirms that VisitEngland and Marketing Manchester (on behalf of GMCA) will work to recognise Marketing Manchester as a recognised Local Visitor Economy Partnership (LVEP).

### Net zero and the environment

- **Strategic energy planning.** The Deal recognises and welcomes GMCA's work on Local Area Energy Plans and actively supports GMCA's offer to work with the existing City Decarbonisation Delivery Programme.
- **Retrofit and net zero funding.** The government will pilot the devolution of net zero funding to GMCA through allocation rather than competition from 2025 onwards, subject to confirmation of funding and policy design. This pilot will include, but is not necessarily limited to, funding for buildings' retrofit and the allocation will form part of GMCA's single settlement. Various legal conditions will need to be met, including the type and level of greenhouse gas emission reductions to be achieved, fuel poverty targets, value for money and match funding/leverage requirements, quality standards, and monitoring, evaluation, and audit requirements. The Deal also recognises GMCA's strategic roles and activity in planning our future energy system for net zero and sets out further work on standards, green finance, and advice to increase household energy efficiency.
- **Minimum energy efficiency standards (MEES).** Government will engage with GMCA via a bi-annual, official-level forum to understand the extent to which any national MEES standard meets the energy efficiency requirements of social housing properties in GM. The Deal also confirms that government is open to considering the case for GM to set minimum energy efficiency standards, which exceed the national standards in the private rented sector.
- **Nature recovery and adapting to climate change.** The Mayor of Greater Manchester will be appointed as the responsible authority to develop the Local Nature Recovery Strategy (LNRS) for GM. The government will support GMCA to accelerate delivery of its Natural Capital Investment Plan and overcome the barriers to implementation of local investment in natural capital. This may include offering funding support; specialist expertise; co-ordination of peer support and networking; and/or local partnership working with the Department for Environment, Food and Rural Affairs' (DEFRA) arm's length bodies. The Deal also confirms that Government will consider GM a testbed for exploring and developing options for how flood risk management, including other relevant adaptation activities, can best be addressed and accelerated at the local level.

## Public services

- **Reform Investment Fund.** The Deal confirms that Government will explore opportunities to better join-up funding related to multiple disadvantage, prevention and early intervention, as part of a commitment to funding simplification and building on GMCA's Reform Investment Fund. Where relevant new future funding streams relating to prevention and/or multiple disadvantage are under consideration, Government will engage GM authorities to discuss whether GM's allocation could be included as part of the single settlement.
- **Families and multiple disadvantage.** To further support GM public bodies to more effectively address the causes and consequences of multiple disadvantage, the Deal confirms that Government will review the secondary legislation that underpins pooled and aligned budgets (section 75 of the National Health Service Act 2006). This Review will aim to amend the scope and simplify the regulations where needed. Government will work with GMCA to develop opportunities for further pooling and aligning budgets as part of this review.
- **Health.** GMCA will work with the government to support local delivery of a more integrated and robust training and education infrastructure across health and social care.
- **Early Help.** The Deal confirms that Government is keen to learn from the GM response to the Independent Review of Children's Social Care regarding Early Help and use this to help shape future policy.

## Data and Digital

- **Data Partnership.** A new Data Partnership will ensure the legal, safe and secure sharing of data between the Government and relevant local and national bodies. Initial priority areas are: skills and training, employability and labour markets, careers, business support, transport, trade and investment, crime, energy use and climate resilience, and devolved functions. GMCA will also be invited to joint a new Local Chief Data Officers Council.
- **Data sharing powers.** Government will work with GMCA to continue to explore options, legislative and otherwise, to safely streamline the sharing of data between the government, the wider public sector and GMCA and its constituent local authorities – potentially including amending the Digital Economy Act 2017, subject to sufficient Parliamentary availability.
- **Digital Infrastructure.** A new Digital Infrastructure Leadership Group will explore ways to accelerate the roll-out and take-up of high-speed connectivity, align and refine place-based opportunities and interventions, and better engage local bodies in the design and procurement of digital infrastructure.

## Resilience

- **UK Resilience Framework.** Government will work with GMCA to pilot and test key aspects of the UK Government Resilience Framework. The aim will be to empower local leaders, the Greater Manchester Resilience Forum and local partners to consider, drive and improve resilience across the places for which they are responsible. They will be given a clear mandate to support the building of more resilient communities and places that are best able to adapt and respond to, and recover from risks, emergencies and disruptive events.

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## GMCA Overview And Scrutiny Committee

Date: Wednesday 27 September 2023

Subject: Bee Network Cycle Hire Recovery Plan

Report of: Andy Burnham, Mayor of Greater Manchester – Portfolio Lead for Transport

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### Purpose of Report

The first phase of the Greater Manchester Bee Network Cycle Hire scheme was launched in November 2021. Since Spring 2023 the scheme has experienced higher than expected levels of bicycle theft and vandalism resulting in a significant reduction in availability. This report provides an update on the scheme and the recovery plan to respond to the recent issues.

### Recommendations:

The GMCA Scrutiny Committee is requested to:

1. Note and comment on the recovery plan for the Bee Network Cycle Hire scheme.

### Contact Officers

Name: Richard Nickson, Active Travel Programme Director

E-mail: [richard.nickson@fgm.com](mailto:richard.nickson@fgm.com)

## **Equalities Impact, Carbon and Sustainability Assessment:**

N/A

### **Risk Management**

Risk management is carried out at a programme and project level within the Active Travel Programme in accordance with Transport for Greater Manchester's Risk Management policy.

The recovery plan set out in this report is intended to mitigate the impact that vandalism and theft is having on the operation of the scheme and the consequent availability of bicycles to customers.

### **Legal Considerations**

There are no specific legal implications with regards to this report. The changes to the operation of the Cycle Hire scheme are within the provisions of the existing contract and where a variation has been made this has been dealt with via appropriate change control procedures.

### **Financial Consequences – Revenue**

The cost of the Cycle Hire scheme recovery plan can be accommodated within the agreed budget for the scheme. The financial implications of the recovery plan are outlined in a Part B report for reasons of commercial sensitivity.

### **Financial Consequences – Capital**

The recovery plan does not include any capital financial consequences.

### **Number of attachments to the report:**

1. Appendix

### **Background Papers**

GMCA report, 25 June 2021 - The Mayor's Cycling and Walking Challenge Fund

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

No

## **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

## **Bee Network Committee**

N/A

## **1. Introduction**

- 1.1 The first phase of the Greater Manchester Bee Network Cycle Hire scheme was launched in November 2021.
- 1.2 Since Spring 2023 the scheme has experienced higher than expected levels of bicycle theft and vandalism, resulting in a significant reduction in bicycle availability.
- 1.3 Whilst ridership has been maintained and has recently passed over 1 million kilometres of journeys, the recent criminal and anti-social behaviour has reduced the availability of bicycles, impacting on customer satisfaction.
- 1.4 This report provides an update on the Greater Manchester Bee Network Cycle Hire scheme recovery plan.

## **2. Background**

- 2.1 In 2021, following a competitive tender process, the design and operation of the Greater Manchester Cycle Hire (Phase 1) scheme was awarded to Beryl.
- 2.2 Beryl is a UK based micro mobility provider, which runs cycle hire (and scooter) services in various UK towns and cities.
- 2.3 Beryl is also a technology partner in the West Midlands and Transport for London scheme. Most recently it has been awarded the service contract in Leeds to provide 800 fully electric public hire bikes.
- 2.4 Phase 1 of the GM scheme was rolled out in three discrete sub-phases from November 2021 to Easter 2023, culminating in over 1,000 bikes, more than 200 'stations' and over 2,500 stands in an area spanning parts of Manchester, Salford and Trafford, as shown in Appendix, Figure 1. This area provides a catchment of circa 200,000 people. The cycle hire stations are spaced approximately within a 5-minute walk of each other (300-400m). To date, more than 60,000 users have registered to use the service, and over 460,000 rides have been taken, representing more than 1.1million km ridden.
- 2.5 The scheme provides self-service, 24/7, low-cost access to electric assist cycles (e-bikes) and traditional mechanical bikes, encouraging short, one-way trips by bike across Greater Manchester's regional centre. The scheme provides 2,500 stands giving capacity for 1,500 bikes. The fleet is a blend of e-bike (20%) and traditional bike (80%). Users access the scheme through a smartphone app which provides real-time availability information and is used to collect payment. The bikes are fitted

with a 'smart unit' with on-board GPS tracking and telemetry monitors. The bikes are secured through a front lock (frame to stand) and a rear lock (frame thro' wheel).

- 2.6 The contract awarded to Beryl was to design, build, operate and maintain the scheme. Delivery of the majority of the stations and stands is now complete, with over 1,500 bikes commissioned. The stations, stands and bikes for phase 1 of the scheme have been delivered within the budgeted funding for those assets.
- 2.7 Beryl receives a management fee to manage and maintain the scheme, including repair and replacement of bikes. The cost of this was to be funded by revenues generated through bike rental charges and a sponsorship deal, with any operational cost deficit to be funded from the Mayors Challenge Fund (Walking and Cycling) programme.
- 2.8 Although there is currently no confirmed funding for expanding the scheme into other areas of Greater Manchester, beyond modifications to the current scheme, work is ongoing to consider options, including funding options for where a future expansion of the scheme might be appropriate.

### **3. Recovery Plan**

- 3.1 Since Spring 2023, as Phase 1 of the scheme approached completion, higher than anticipated levels of damage arising from theft and vandalism occurred reducing bike availability. In summary the issues were:
  - Repairs peaked and then initially subsided as the service area expanded between September to November 2022.
  - Missing bikes increased in November 2022 then saw a steady increase until April 2023.
  - Between April and July 2023, the rate of both missing bikes and bikes requiring repair increased significantly as the scheme expanded further, with a plateau of both missing bikes and repairs in May 2023.
  - At the end of July 2023, there were over 550 missing bikes, over 700 in need of repair, and availability of bikes dropped below 200.

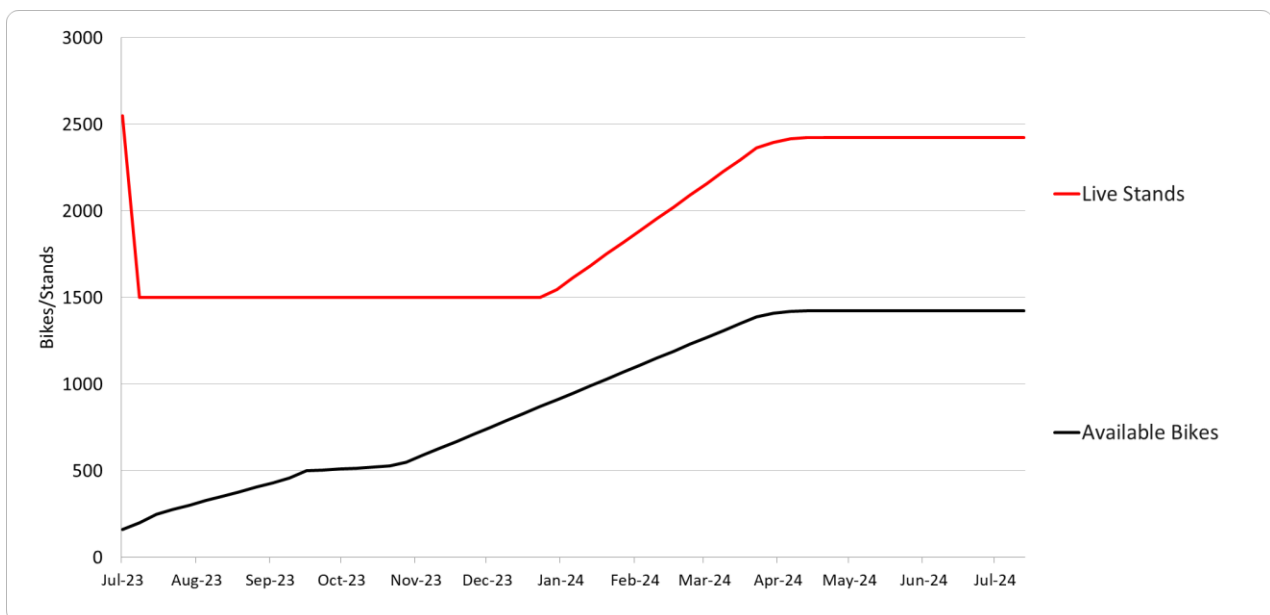
Further detail is included in Appendix, Figure 2.

- 3.2 Through June and into early July, Beryl and Transport for Greater Manchester with support from Greater Manchester Police, developed a 'recovery plan' designed to bring levels of bike availability back in line with the contracted service level agreement of 95% of commissioned bikes.

3.3 As a result, the following actions were agreed to be implemented:

- Suspension of service at 102 stations (see Appendix, Figure 3);
- An increase in Beryl's resources to tackle the backlog of repairs and to increase the scale of their on-street teams;
- Mandating the use of both front and rear locks to end a ride where there is space at a station;
- Increased enforcement by incorporation of the Cycle Hire Service into the targeted activities of the GM Transport Unit, GMP and Travelsafe teams;
- Improvement to bike security and tracking measures;
- Credit card fraud prevention measures;
- Penalties have been increased for improper use e.g., failure to lock or taking bikes out of the service area (see Appendix, Figure 4); and
- In the longer term, Beryl is considering further changes to lock design and operation, and reinforcement of smart devices.

3.4 The overall intent of the recovery plan is to bring bike supply back up to contracted levels as illustrated below.



3.5 The plan will be delivered within the terms of the contract with Beryl and can be accommodated within the agreed budget for the Cycle Hire scheme. Further details of the financial implications of the recovery plan are included in the accompanying Part B report.

- 3.6 The recovery plan is predicated on a number of assumptions, including, for example, that the level of theft and vandalism will reduce following the suspension of stations. The impact of the recovery plan, and whether the underlying assumptions crystallise, will be closely monitored and reviewed throughout the recovery period.
- 3.7 The first stage of the recovery plan included an analysis on anti-social behaviour (ASB) trends and resulted in the operator proposing to suspend all stations generating less than 1 ride per station per day, as these coincided with areas of higher anti-social behaviour but also inconvenienced the least amount of cycle hire users. Appendix: Figure 3 shows the distribution of open versus suspended stations.

# Appendix

Figure 1: Planned Operational footprint phase 1 Cycle Hire scheme.

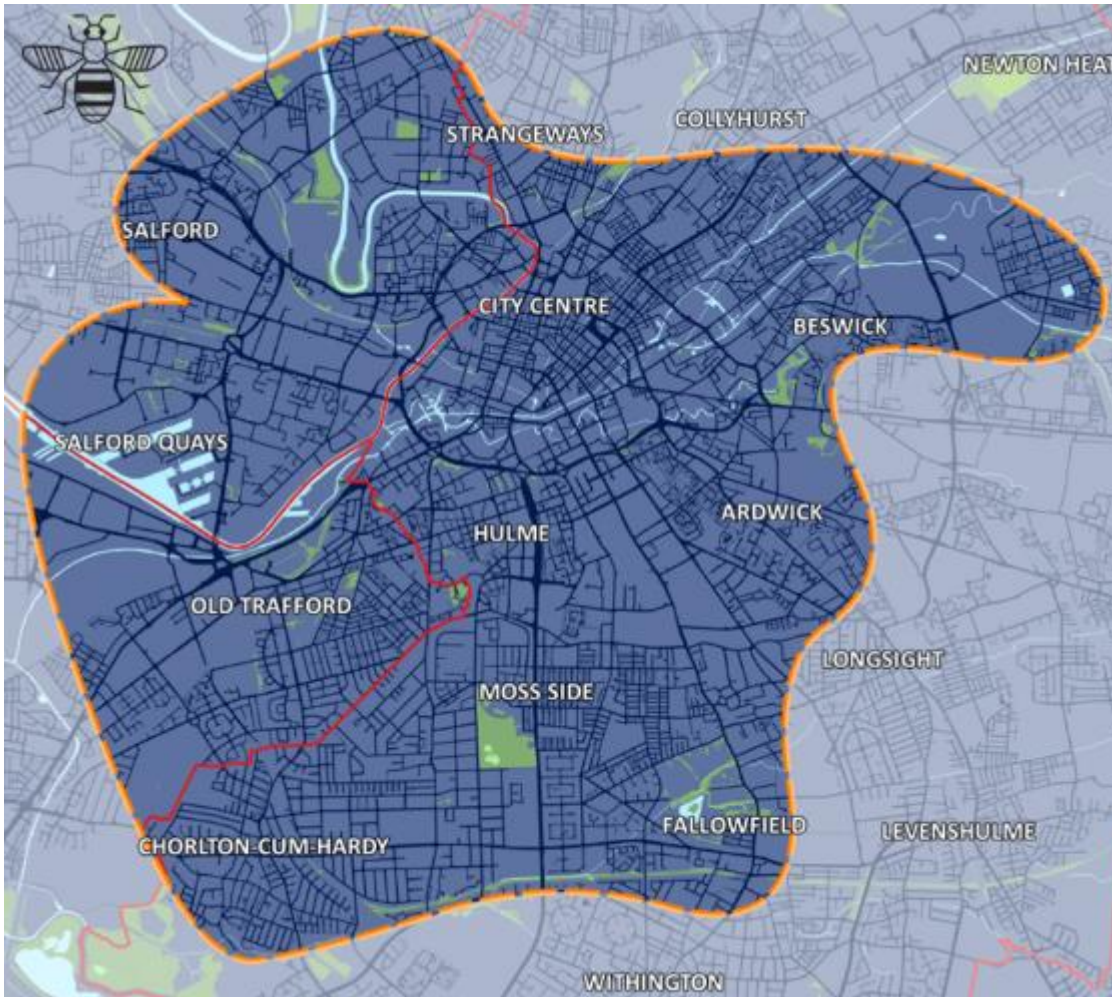
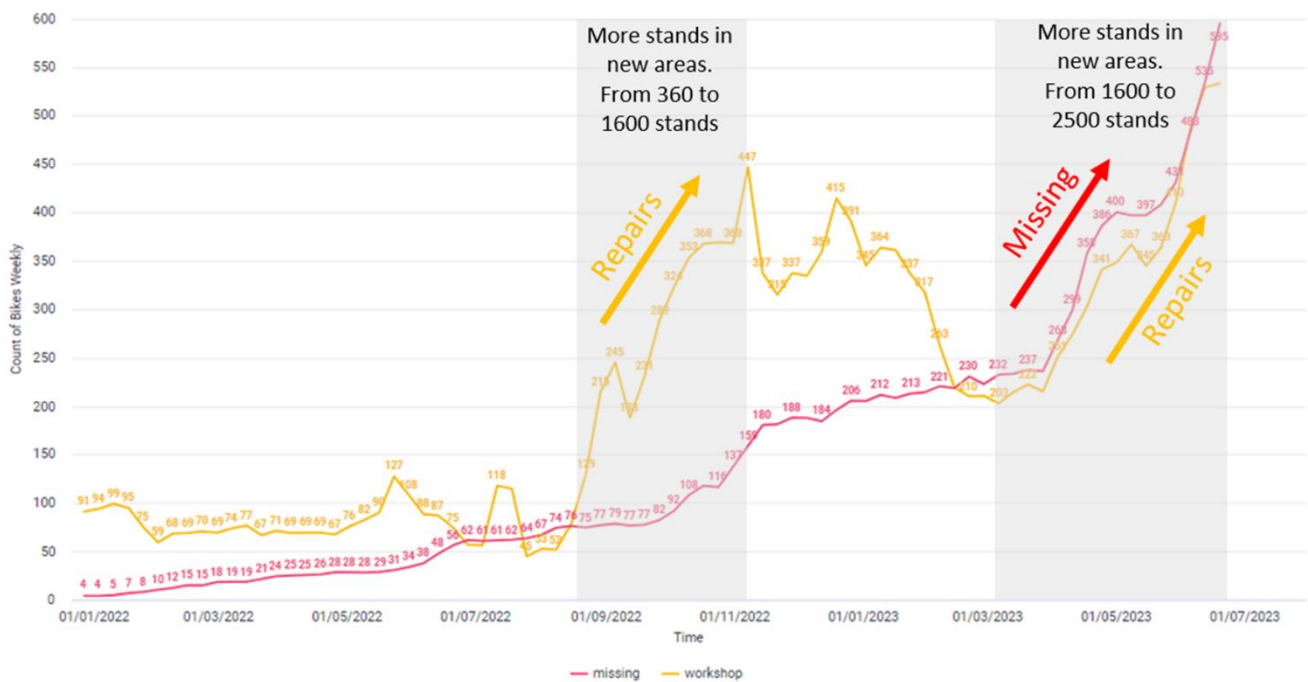
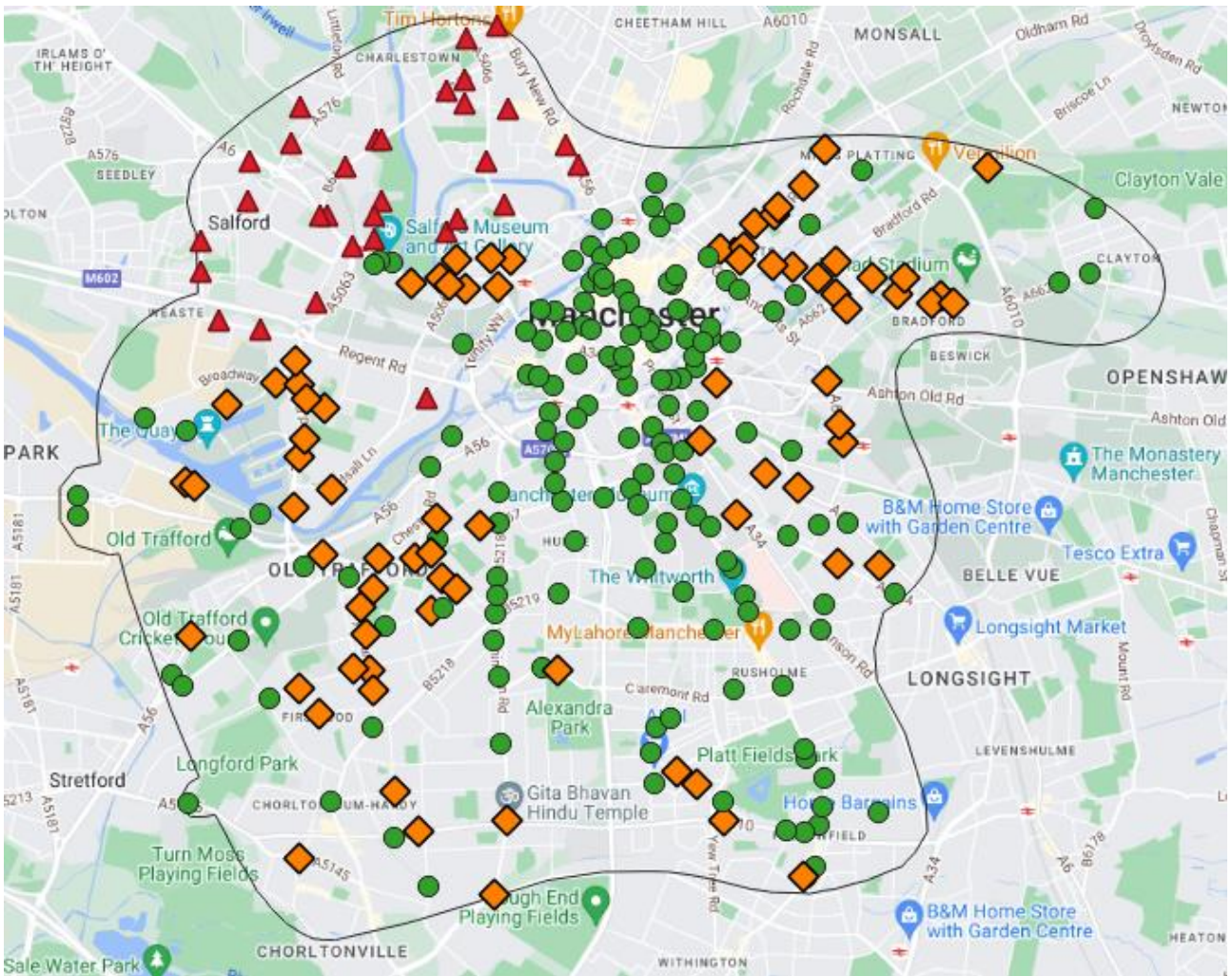


Figure 2: Repair and missing bike rate changes:





**Figure 3: Revised operational footprint (station suspension)**



**Key:**

- Green (circles) – remain operational but under review – to track shifts in ASB/Usage.
- Amber (diamonds) – suspended until review in autumn 2023.
- Red (triangles) – suspended until April 2024: areas of high ASB, and conflict with Lime e-Scooter trial (resulting in low cycle hire usage).

**Figure 4: Table of Penalty charge changes**

The following changes to penalties have been introduced.

	Previous	Recovery Plan
Out of Station fine	£5	£10
Failure to lock bike fine	£10	£30
Out of service area fine	£10	£25
Out of service area fine 24h	£80	£80

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## GMCA OVERVIEW & SCRUTINY COMMITTEE

**Date:** 27 September 2023  
**Subject:** Greater Manchester Integrated Water Management Plan  
**Report of:** David Hodcroft GMCA Infrastructure Lead

### Purpose of the Report

To provide a briefing to GMCA Overview & Scrutiny Committee on the Greater Manchester Integrated Water Management Plan approved by the GMCA on 30 June 2023 and how it takes forward the recommendations of the GMCA O&S Task and Finish Group.

### Recommendations:

Overview and Scrutiny members are requested to:

1. Note the decision made by the GMCA on 30 June in relation to the Integrated Water Management Plan (para 1.1)
2. Note how Scrutiny Committee recommendations will be taken forward through the Integrated Water Management Plan (Annex A)
3. Note the summary of the Annual Business Plan (Annex B) as presented on the 11 September.
4. The main outputs to be delivered by March 2024 (paragraph 2.3)
5. Consider whether there are any issues highlighted in the report which should be included in the Committee's work programme for the forthcoming municipal year.

### Contact Officers:

[David Hodcroft](#) GMCA Infrastructure Lead

# Equalities Impact, Carbon, and Sustainability Assessment:

## Recommendation - Key points for decision-makers

The assessment identifies positive impacts overall.

## Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Many of Greater Manchester's least affluent communities already live in areas at higher risk of flooding with poor water quality.
Health	G	Nature based solutions will be prioritised where possible. This will create multifunctional green infrastructure - such as sustainable drainage system within walking and cycling routes. Risk from extreme weather and anxiety caused by flooding is a known cause of stress. Reducing this risk through action will have a positive impact. See question 1. See question 1. See question 1.
Resilience and Adaptation	G	Assessments of risk and modelling of climate change indicates that risk and frequency of events are increasing. How we manage water is essential to resilience. See question 1 above. See question 1 above. Nature based solutions will be prioritised where possible. This will create multifunctional green infrastructure - such as sustainable drainage system within walking and cycling routes. A catchment scale approach will also be taken.
Housing		Managing water - flood risk, drainage, green infrastructure and biodiversity netgain is a requirement of the statutory planning process and a new system of sustainable drainage materials will be introduced in 2024. The urban area will have to be retrofitted with new sustainable drainage systems, surface water diverted from the combined sewer and new property level protection measures installed.
Economy	G	
Mobility and Connectivity		
Carbon, Nature and Environment	G	Nature based solutions to address water issues can if installed close to roads improve air quality. Yes - one of the main aims of the plan is to reduce water pollution. Water management - and impacts such as flooding goes hand in hand with measures to improve water quality, reducing diffuse pollution and carbon emissions. Yes - retrofitting the urban environment to make space for water and use of nature based solutions can improve visual amenity. Natural Flood Measures - include tree planting and positive management of carbon sinks such as peat and can deliver a netgain for biodiversity. A sustainable drainage system that is multifunctional can count as a biodiversity netgain credit. Multifunctional green space can include land eg Salford flood basin or Sustainable Drainage Systems that are included within pavements, roads, pavements, bus stops and new development. Natural Flood Measures - include tree planting and positive management of carbon sinks such as peat.
Consumption and Production	G	The plan will include action to raise awareness and promote the
Contribution to achieving the GM Carbon Neutral 2028 target		Converting and developing the the existing drainage system in response to climate change will cox, fillings, and will generate carbon if a traditional grey engineering approach is followed. By making space for water carbon emissions can be reduced.



## Carbon Assessment

Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential	Orange	This will be undertaken at the programme/project stage.		
Residential building(s) renovation/maintenance	Black	No applicable		
New build non-residential (including public) buildings	N/A			
<b>Transport</b>				
Active travel and public transport	Green	Plan will aim to incorporate Nature Based Solutions (NBS) within the urban area.		
Roads, Parking and Vehicle Access	Green	Will incorporate Nature Based Solutions within the urban area.		
Access to amenities	N/A			
Vehicle procurement	N/A			
<b>Land Use</b>				
Land use	Green	The focus is on the enhancing the creation of new greenspace and management of existing land to deliver improvements in the water environment.		
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/awareness, significant room to improve.	Not best practice and/or insufficient awareness of carbon impacts.

## Risk Management

The collaboration agreement between the GMCA, Environment Agency and United Utilities will be extended to specific projects and a business plan will be taken to the GMCA on an annual basis and reviewed by Scrutiny Committee.

## Legal Considerations

The GMCA has the power under section 2 of the Local Government Act 2000 to take any steps which it considers likely to improve the “*economic, social or environmental well-being*” of the Greater Manchester area. On 24 September 2021 the GMCA approved a Memorandum of Understanding between the Environment Agency, United Utilities and the GMCA to create a strategic partnership to influence and deliver sustainable growth and development in Greater Manchester by improving flood resilience, enhancing the environment, driving circular economy approaches, and supporting regeneration. The GMCA agreed the Integrated Water Management Plan at the June 2023 meeting.

## Financial Consequences – Revenue

N/A

## Financial Consequences – Capital

There are no direct financial consequences to the GMCA.

**Number of attachments to the report:** One.

## Comments/recommendations from Overview & Scrutiny Committee

N/A

## Background Papers:

- [GMCA Overview and Scrutiny Committee March 2023](#), An investigation into the wider determinants of effective integrated water management in Greater Manchester.
- [Report to GMCA 26 May 2023](#). Subject: GMCA Overview & Scrutiny Committee Task and Finish Report on Integrated Water Management.
- [Report to the GMCA 30 June 2023](#) Greater Manchester Integrated Water Management Plan

## 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 considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency? No

## GM Transport Committee

N/A

## Overview and Scrutiny Committee

27 September 2023

# 1. Introduction / Background

1.1 [The Integrated Water Management Plan \(IWMP\)](#) was approved by the GMCA when it met on the 30 June where the following decisions were made:

1. *That the draft Integrated Water Management Plan, (Annex A) and next steps for engagement, be approved.*
2. *That it be noted that the recommendations from GMCA Scrutiny Committee, as presented to the Combined Authority on the 31 May 2023, will be taken forward through the Integrated Water Management Plan*
3. *That the actions and next steps, agreed at the 31 March 2023 Mayoral round table be noted.*
4. *That the proposal to submit an Annual Business Plan on activities and resources required to deliver the Integrated Water Management Plan to the GMCA be approved.*
5. *That the proposed review of existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility, in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) be approved.*
6. *That the funding and resource plan (business plan) be submitted to the GMCA in September 2023.*
7. *That the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan be noted.*
8. *That love and condolences be expressed to the family and friends of Abby Walton following a tragic open water incident in Tameside.*

1.2 The Integrated Water Management Plan is a joint Plan between the GMCA, the Environment Agency and United Utilities, it responds to the recommendations from the [GMCA Scrutiny Committee](#) (Annex A) to the GMCA in May 2023 and builds on the [memorandum of understanding between the parties agreed in 2021](#).

- 1.3 As the GMCA heard from the Chief Executives of the Environment Agency and United Utilities when in met in June, Greater Manchester is nationally leading on this agenda and a significant infrastructure investment programme is being developed by United Utilities that will benefit Greater Manchester.
- 1.4 The government has committed to several reforms nationally through the [Environmental Improvement Plan \(2023\)](#) and [Plan for Water \(2023\)](#) with Integrated Water Management reflected within the [devolution deal](#) agreed with government earlier this year which states that: *“the government agrees that Greater Manchester will be a testbed to explore and develop options for how flood risk management, including other relevant adaptation activities, can best be addressed and accelerated at the local level. This could include:*
- a. Examining how adoption of an ecosystem services approach can deliver cobenefits for the economy and citizen health.*
  - b. Sharing of best practice approaches and learning on integrated water management to inform government reforms to local flood risk management planning.*
  - c. Piloting ‘revenue stacking’ and the blending of public, private, and philanthropic finance to fund projects at scale; or*
  - d. Early testing of proposals from any government strategies on these issues in development”.*
- 1.5 The Integrated Water Management Plan aims to create a paradigm shift in water management. The plan provides a vision for water management as it should be, with positive outcomes for people, place and environment considered as a whole. The paradigm shift needs a new way of funding and resourcing the appropriate capacity to deliver this ambition.

## **2. Business Plan**

- 2.1 The Integrated Water Management Plan, agreed by the GMCA in June 2023, includes seven workstreams:
- Workstream 1 - Living Integrated Opportunity Programme
  - Workstream 2 - Digital Platform



- Workstream 3 - Adaptive Policies and Standards
- Workstream 4 - The Partnership
- Workstream 5 - Skills and Resources
- Workstream 6 - Integrated Investment Plan
- Workstream 7 – Marketing and Engagement

2.2 Following on from the GMCA approval, a more detailed Business Plan has been developed to identify the components of the Plan that will be delivered by 31 March 2024 and the resources required, this will be considered by the GMCA later this month when it meets on the 29 September. The Business Plan was outlined at a 3<sup>rd</sup> Mayoral Round table on the 11 September (see Annex B). An annual progress report and business plan for FY 24/25 will be presented to the GMCA when it meets in March 2024.

2.3 The main outputs that will be delivered by March 2024 are:

1. Establishment of the Integrated Water Management Team, implementation of team culture and charter and sharing of resources across GMCA, EA and UU.
2. Further development of the living integrated opportunity programme (projects and interventions within geographical locations and catchments).
3. Identification and progression (from concept to business cases) of the first tranche of geographical clusters to demonstrate the impact and delivery of better outcomes.
4. Confirmation of the skills and graduate/apprenticeship programmes across the CA, UU, and EA for integrated water management to commence in September 2024.
5. Review of the existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance (attributes for integrated water management – Annex B)).
6. Establishment of the partnership board in accordance with the governance framework (output 5 above).
7. A communication and engagement plan outlining who will be engaged, when and how during 2023-24.

- 2.4 The Business Plan details the roles required and an interim Integrated Water Management Plan Team has been established. United Utilities will deploy additional resources (FTEs) following a recruitment exercise this summer and a restructure this autumn. Additional resources (FTEs) are being provided by the Environment Agency and external consultancy support will be utilised until the end of September 2023 and March 2024 (senior analyst only).
- 2.5 The team can't operate or deliver in isolation; successful delivery of the business plan will rely on interdependencies between various teams across the GMCA, the Local Authorities and Transport for Greater Manchester (TfGM) and the GMCA is seeking support from the Greater Manchester system to ensure successful delivery.

### **3. RECOMMENDATIONS**

- 3.1 Recommendations appear at the front of this report.

**ANNEX A – Table setting out how the GMCA Scrutiny Committee recommendations will be taken forward through the Integrated Water Management Plan**

<b>GMCA Scrutiny Recommendations</b>	<b>IWMP Workstream (number)</b>
1. Increase awareness.	<ul style="list-style-type: none"> <li>• 7 – Marketing and Engagement</li> </ul>
2. A clear owned plan	<ul style="list-style-type: none"> <li>• The Integrated Water Management Plan (and 7 workstreams)</li> </ul>
3. Strong governance framework	<ul style="list-style-type: none"> <li>• 4 – The Partnership and recommendations to GMCA (Annex E)</li> </ul>
4. Effective use of knowledge, skills, and resources	<ul style="list-style-type: none"> <li>• 5 – Skills and resources</li> </ul>
5. Ensuring social justice is at the heart of action	<ul style="list-style-type: none"> <li>• Prioritizing and social value weighting within 1 (integrated opportunity programme and 6 (integrated investment plan)</li> </ul>
6. Influencing planning laws and guidance	<ul style="list-style-type: none"> <li>• 3 (policies and standards), 7 - (Marketing and engagement) and devolution deal commitment.</li> </ul>
7. Improving advice and information	<ul style="list-style-type: none"> <li>• 7 - (Marketing and engagement), use of GMCA website, engagement team and working with the 10 LAs. Green Summit in October.</li> </ul>
8. Effective measures	<ul style="list-style-type: none"> <li>• 1 (integrated opportunity programme and 6 (integrated investment plan)</li> </ul>
9. Learn from others.	<ul style="list-style-type: none"> <li>• Have established engagement/information sharing with London and Partnerships in London, Yorkshire, and Northumbria.</li> </ul>
10. Further areas for scrutiny review	<ul style="list-style-type: none"> <li>• The Plan to be reviewed by Scrutiny Committee on 27 September 2023</li> </ul>

**ANNEX B – 11 September Mayoral Round Table Presentation Slides**

Presentation attached separately.

**Enhancing  
Life through  
Water** 

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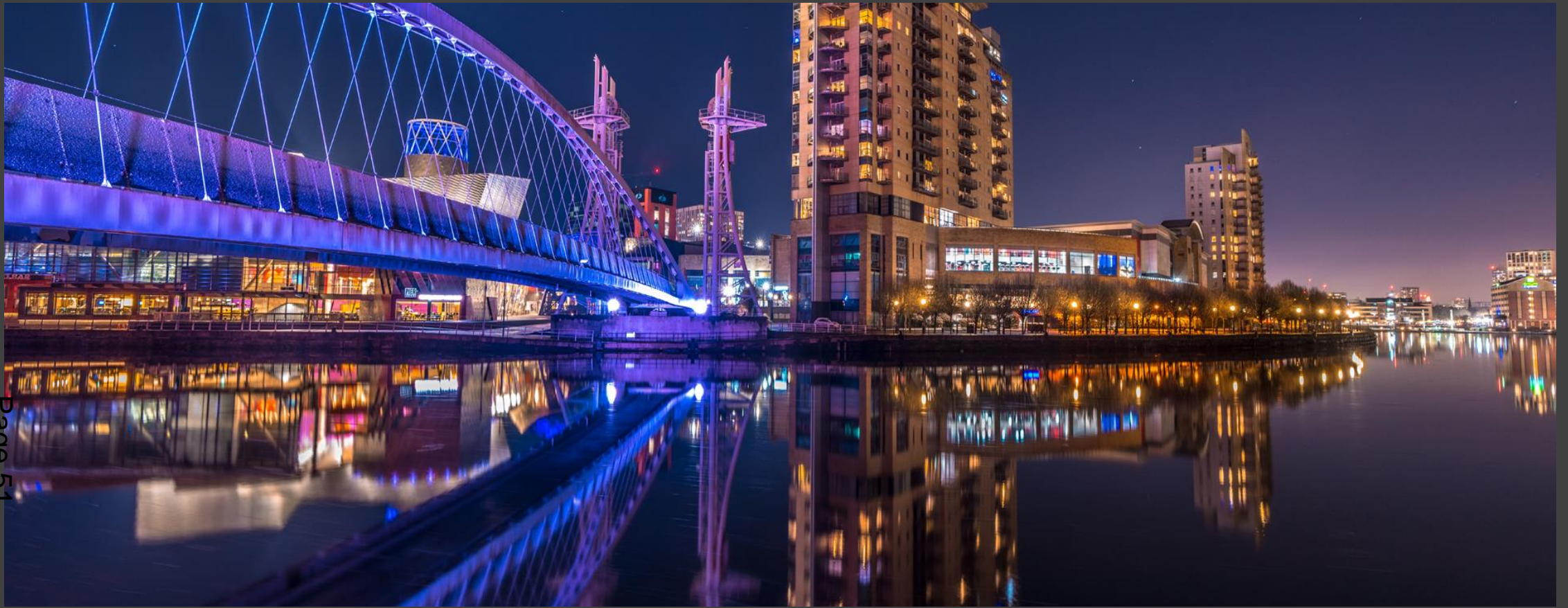
# Integrated Water Management Plan

11 September 2023



# Agenda

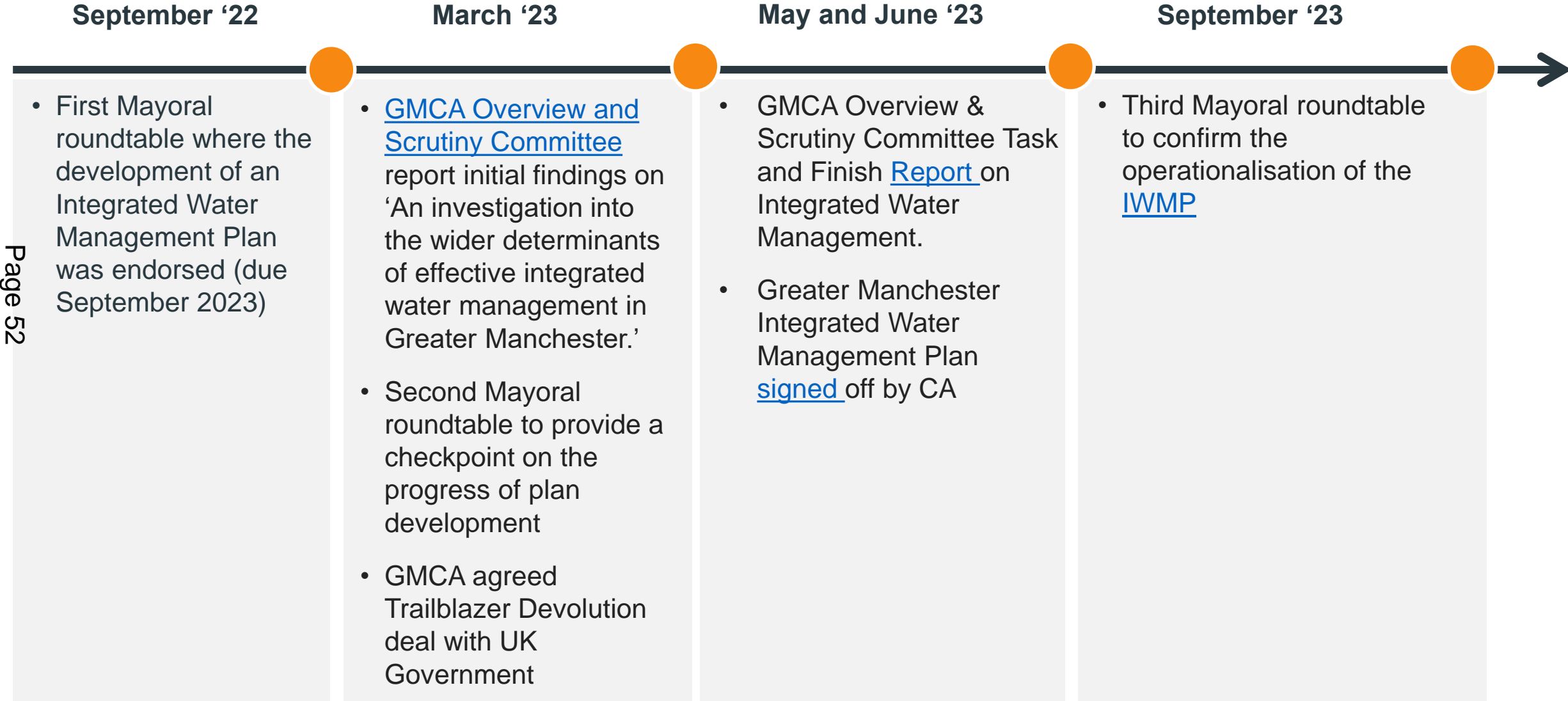
NO.	ITEM	CONTENT	LEAD	TIME LIMIT (MAX)
1	<ul style="list-style-type: none"><li>Introduction</li></ul>	<ul style="list-style-type: none"><li>Purpose and objectives of the round table</li><li>Recap on what was agreed at the 2nd round table (31 March 2023) (Annex A)</li></ul>	Paul Dennett (Salford City Mayor and GMCA deputy Mayor) Chair	10mins
2.	<ul style="list-style-type: none"><li>The Plan</li></ul>	<ul style="list-style-type: none"><li>Overview of the Integrated Water Management Plan and GMCA decision</li><li>Summary of how the CA, UU and EA will operationalize the Plan</li><li>Explanation of the programme and opportunity cases</li><li>Highlight the interdependency of the workstreams and teams within organisations.</li></ul>	Project Team	20mins
3.	<ul style="list-style-type: none"><li>Draft Annual Business Plan</li></ul>	<ul style="list-style-type: none"><li>The annual business plan (to March 2024) and summary of how the CA, UU and EA will operationalize the Plan.</li></ul>	Project Team	15mins
4.	<ul style="list-style-type: none"><li>Approach to Growing the Partnership</li></ul>	<ul style="list-style-type: none"><li>How the partnership will develop and beyond the CA, UU and EA in 2024.</li></ul>	Project Team	10mins
5.	<ul style="list-style-type: none"><li>Stakeholder Engagement and Advocacy</li></ul>	<ul style="list-style-type: none"><li>The engagement plan for the autumn</li><li>How do stakeholders want to be engaged?</li><li>What can they bring to the partnership and when?</li><li>What are the key messages and materials that would support stakeholders in their advocacy role?</li></ul>	All.	30mins
6.	<ul style="list-style-type: none"><li>Next steps</li></ul>		Paul Dennett (Chair)	5mins



# The Integrated Water Management Plan



# Background







# Agreement

The Integrated Water Management Plan was approved on the 30 June where the following decisions were made:

1. That the draft Integrated Water Management Plan and next steps for engagement, be approved.
2. That it be noted that the recommendations from GMCA Scrutiny Committee, as presented to the Combined Authority on the 31 May 2023, will be taken forward through the Integrated Water Management Plan.
3. That the actions and next steps, agreed at the 31 March 2023 Mayoral round table be noted.
4. That the proposal to submit an Annual Business Plan on activities and resources required to deliver the Integrated Water Management Plan to the GMCA be approved.
5. That the proposed review of existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility, in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) be approved (see Annex B).
6. That the funding and resource plan (Annual Business Plan) be submitted to the GMCA in September 2023.
7. That the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan be noted.
8. That love and condolences be expressed to the family and friends of Abby Walton following a tragic open water incident in Tameside.



# GMCA Scrutiny Recommendations (May '23)

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GMCA Scrutiny Recommendations (endorsed 26 May)	IWMP Response to Recommendations
1. Increase awareness	<ul style="list-style-type: none"> <li>• WS7 – Marketing and Engagement</li> </ul>
2. A clear owned plan (*Joint Plans)	<ul style="list-style-type: none"> <li>• The Integrated Water Management Plan (and 7 workstreams)</li> </ul>
3. Strong governance framework (*Joint Plans)	<ul style="list-style-type: none"> <li>• WS4 – The Partnership and recommendations to GMCA (Annex E)</li> </ul>
4. Effective use of knowledge, skills, and resources	<ul style="list-style-type: none"> <li>• WS5 – Skills and resources</li> </ul>
5. Ensuring social justice is at the heart of action	<ul style="list-style-type: none"> <li>• Prioritizing and social value weighting within WS1 – Living Integrated Opportunity Programme and WS6 - Integrated Investment Plan</li> </ul>
6. Influencing planning laws and guidance – (Schedule 3)	<ul style="list-style-type: none"> <li>• WS 3 - policies and standards and WS7 - Marketing and engagement and devolution deal commitment.</li> </ul>
7. Improving advice and information	<ul style="list-style-type: none"> <li>• WS7 - Marketing and engagement, use of GMCA website, engagement team and working with the 10 LAs. Green Summit in October.</li> </ul>
8. Effective measures – NBS/CO <sub>2</sub> savings) (surety of funding for surface water/sustainable drainage)	<ul style="list-style-type: none"> <li>• WS1 - Living Integrated Opportunity Programme and WS6 - Integrated Investment Plan)</li> </ul>
9. Learn from others	<ul style="list-style-type: none"> <li>• Have established engagement/information sharing with partnerships in London, Yorkshire and Northumbria.</li> </ul>
10. Further areas for scrutiny review	<ul style="list-style-type: none"> <li>• The Plan to be reviewed by Scrutiny Committee on 27 September 2023</li> </ul>



# IWMP Phase 2 Progress

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## Highlights

- Developed short, medium and long term objectives and associated metrics which will enable progress reporting
- Created an Annual Business Plan which confirms the activities and resource requirements from the partners (24/25 ABP to be signed off September 2023)
- Progressed workstream actions (13 actions completed out of 32)
- Confirmed the IWMP Core Team to operationalise the plan
- Developed a Team Charter to capture partnership values and behaviours
- Continued to engage with stakeholders (local and national)
- Secured funding from RFCC to develop knowledge transfer products
- Finalised the Collaboration Agreement

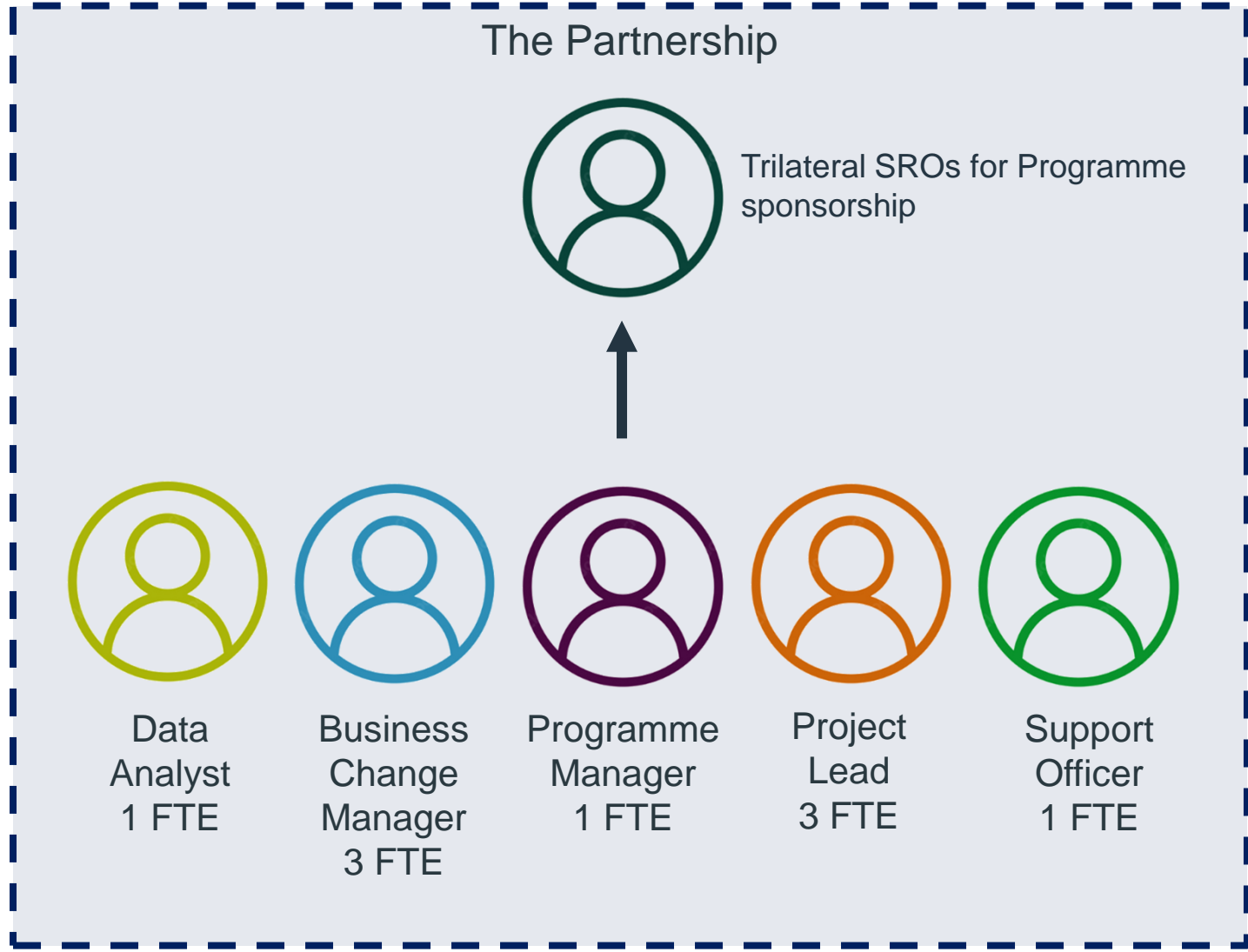


# Implementing the 'Plan' (October '23 – March '24)



# The IWMP Core Team

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Governance, stakeholders and political accountability and scrutiny

dependencies  
→



Legal and commercial  
Comms and engagement  
Leverage of cross organisational teams



# IWMP Team Charter

We plan for this way of working to become the norm, so we have developed and agreed a Team Charter which sets out the Partnership's core values and the expected behaviours from those who are part of it.

This will help the IWMP work through challenges and conflict if they arise, as well as supporting new members of the partnership to integrate easily.

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## Enhancing Life through Water

# Team Charter

### Partner Organisational Values

<b>Greater Manchester Combined Authority</b> Purpose Driven Collaborative Empowering People	<b>United Utilities</b> Innovative Trustworthy Customer Focused	<b>Environment Agency</b> Put People and Wildlife First Focus on Outcomes Show Leadership
--	--	--

### Trilateral Partnership Values

Collaborative  
Purpose Driven  
Embrace Challenges

### Expected Behaviours

Partnership Value	Expected Behaviour
<b>Collaborative</b>	The partners co-locate at least one day a week to work as a team and build rapport A respectful environment is created where people can share their views and be listened to without judgement All partners have an ability to represent the partnership without bias towards their parent organisation Partners seek out opportunities to engage with other key stakeholders, both locally and nationally
<b>Purpose Driven</b>	The partnership has a clear purpose (MoU) and a defined plan (IMW/P) Partnership governance is supportive and direction setting Everyone is clear on their role in the partnership Transparent aims and targets are set annually Action trackers hold partners to account
<b>Embrace Challenges</b>	Partners are resilient and can adapt to changes Everyone feels safe to escalate issues or disagreement in an appropriate manner Partners seek out solutions to the challenges that the partnership is trying to address





# Annual Business Plan April '23 – March '24

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The objective for the remainder of this financial year is to mature the partnership and operationalise the plan through further development of the seven workstreams and associated actions (set out in Section 2 of the document).

Recognising that the workstreams within the plan cannot work in isolation from each other, a detailed programme of work has been developed which is owned by the three Business Change Managers, and is governed by the Interim Trilateral Partnership Board



# Seven Interdependent Workstreams

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# Workstream Activities and Outputs (October '23 – March '24)

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Workstream (WS)	Actions
<b>WS1 - Living Integrated Opportunity Programme</b>	Identification and progression (from concept to business cases) of the first tranche of geographical clusters to demonstrate the impact and delivery of better outcomes.
<b>WS2 - Digital Platform</b>	Development of the IWMP Digital Platform
<b>WS3 - Adaptive Policies and Standards</b>	Recommend good practices and changes on the policies and standards identified for enhancement
<b>WS4 - The Partnership</b>	Establishment of the Integrated Water Management Team, implementation of team culture and charter and sharing of resources across GMCA, EA and UU. Review of the existing governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance
<b>WS5 - Skills and Resources</b>	Confirmation of the skills and graduate/apprenticeship programmes across the CA, UU, and EA for integrated water management to commence in September 2024.
<b>WS6 - Integrated Investment Plan</b>	Investment portfolio brochure
<b>WS7 - Marketing and Engagement</b>	Communication and engagement plan outlining who will be engaged, when and how during 2023-24

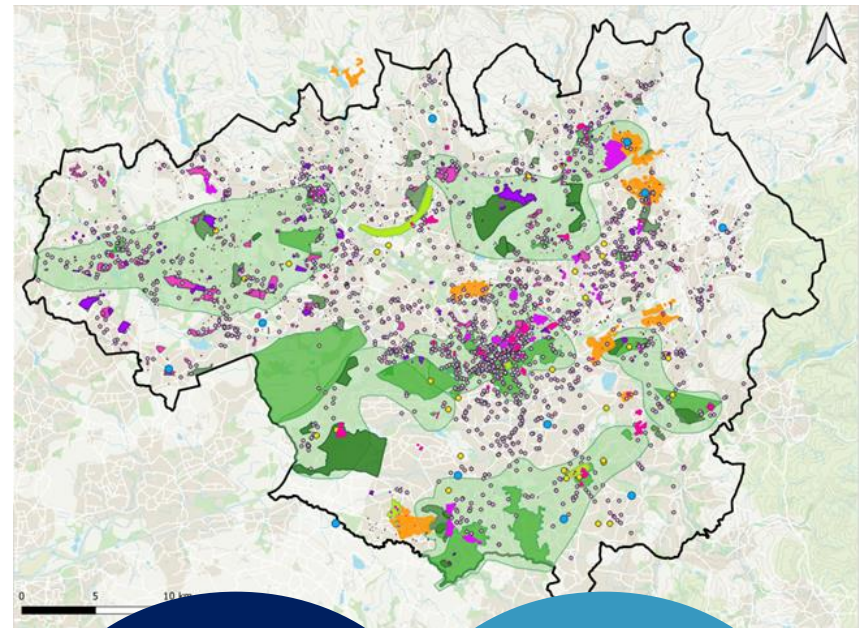
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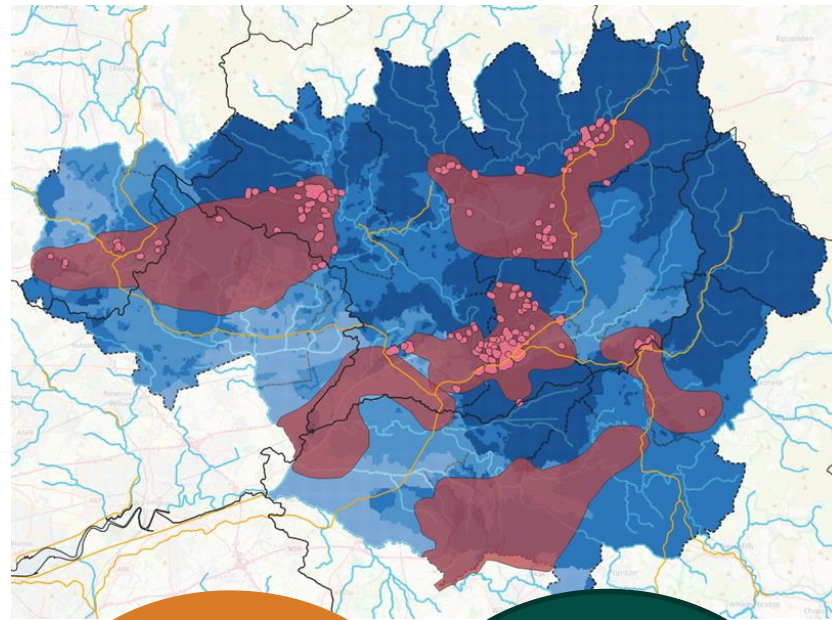
# WS 1 - Living Integrated Opportunity Programme

The programme will join opportunities up that align spatially, driving investments and solutions that deliver better value compared to traditional solutions, leveraging funding from other sources where there is an alignment in objectives and by challenging delivery to be more efficient.

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IWMP  
Data  
Analyst



**60**  
Data sets

**20**  
organisations

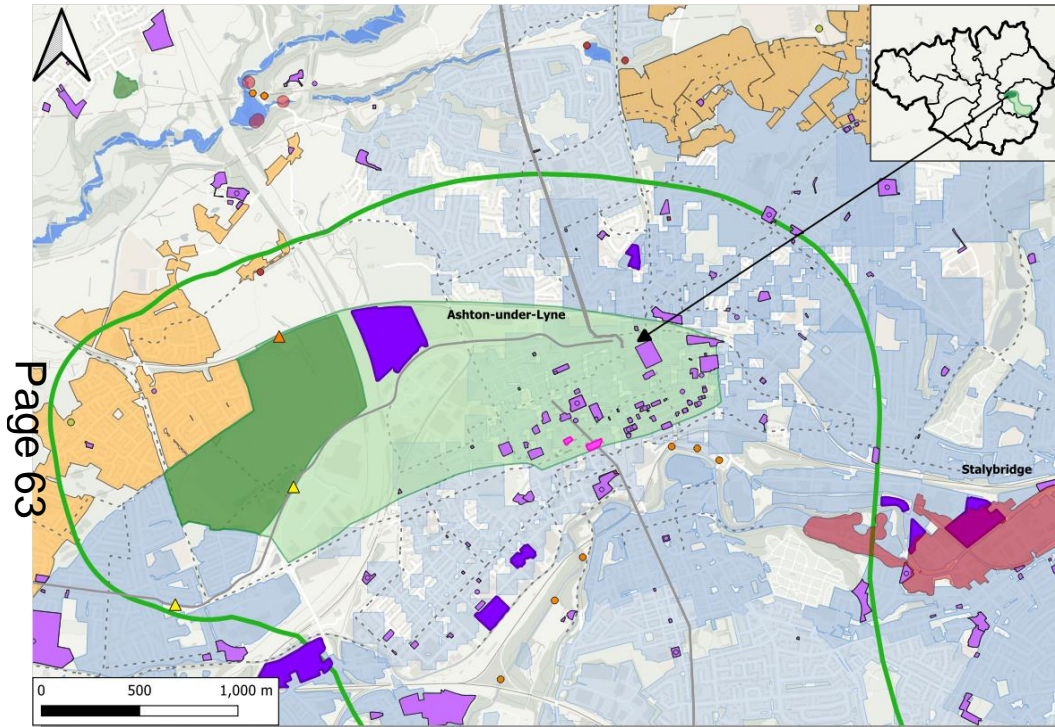
**9,250**  
opportunities

**250**  
clusters

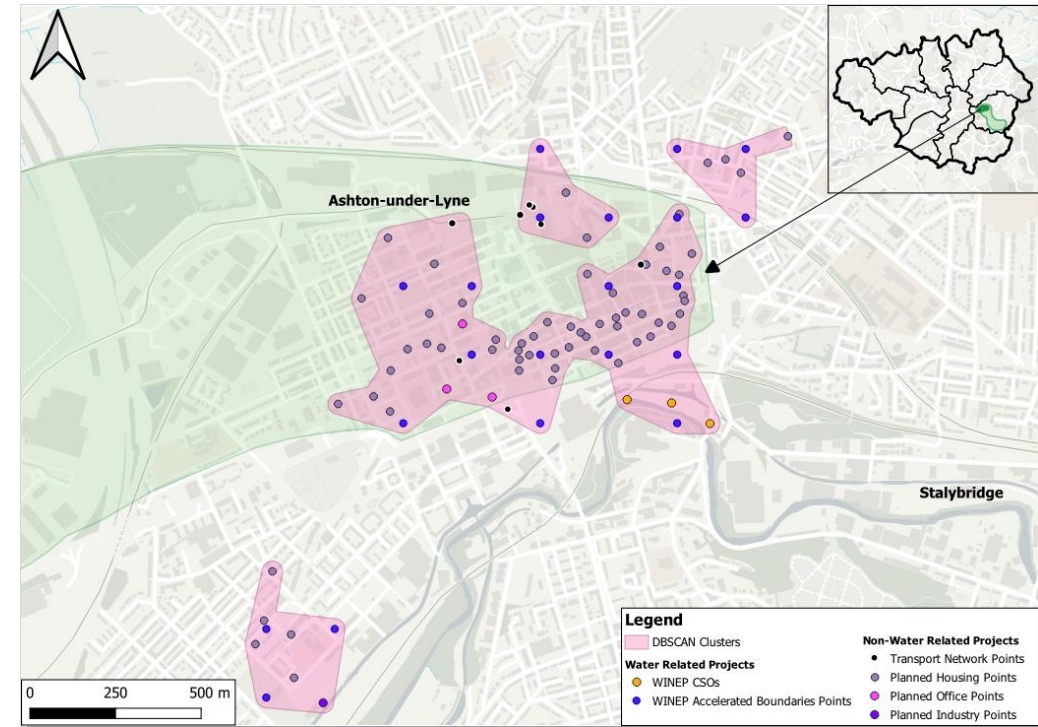


# WS 1 – Case Study

Cluster identified at Ashton – under-Lyne



IWMP  
Data  
Analyst



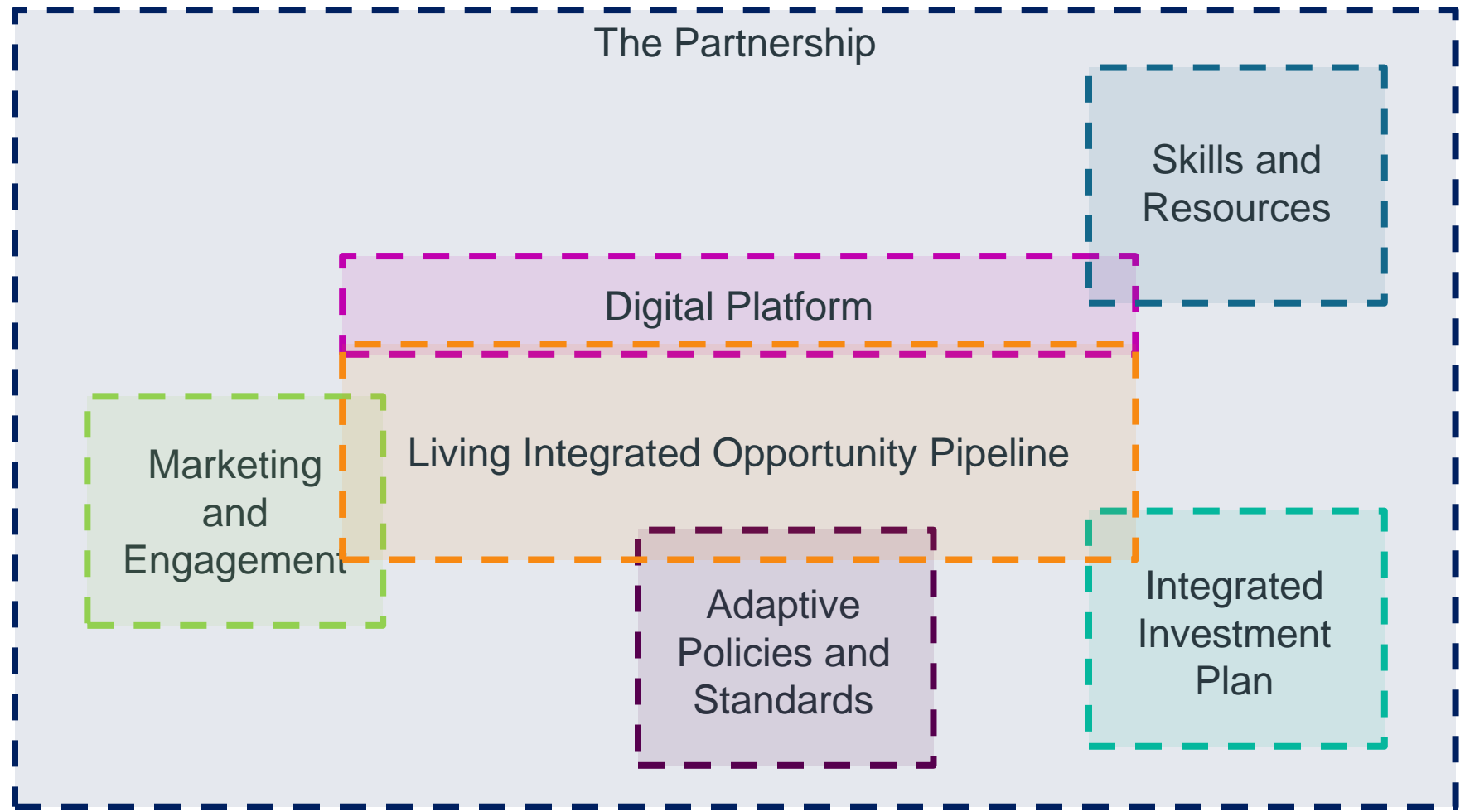
6  
Data sets

5  
organisations

78  
opportunities

1  
cluster

# 7 Interconnected workstreams



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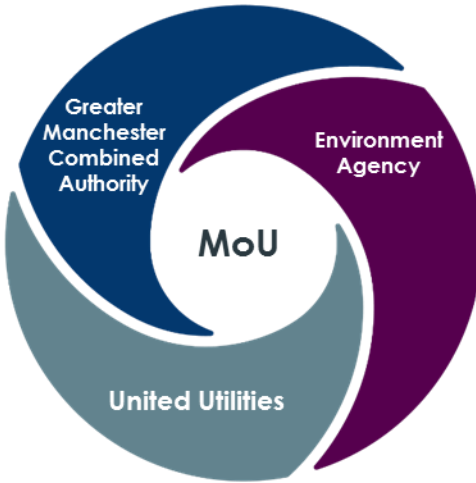


# The Partnership

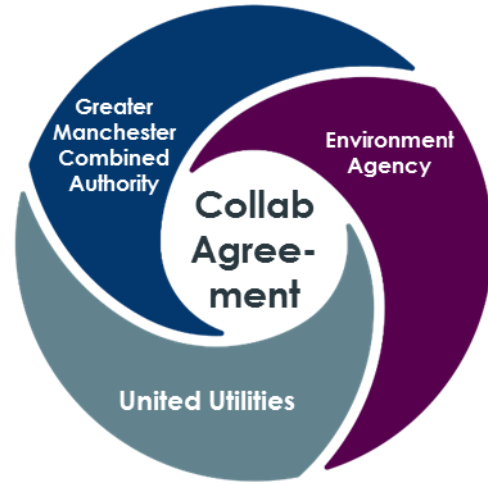


# Our ambition is to grow the partnership...

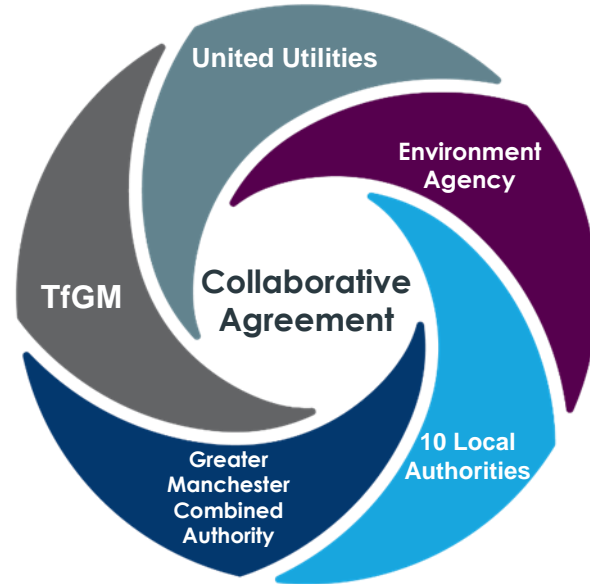
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2021



2023



2025

As we mature we move from an MoU to multisector working



# ...and involve multisector stakeholders to ensure IWM succeeds

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**4** National  
e.g. Defra, DLUHC, NIC

Partnerships  
e.g. CAaA, LCR, GLA, Natural Course

**6**

**12** Regional  
e.g. RFCC, TfGM, GM groups and boards



# Good Governance

Attribute	Work Stream
Defined <b>roles and responsibilities</b>	WS4 - The Partnership
Manage water intervention at <b>appropriate geographical scale</b> in Greater Manchester	WS4 - The Partnership
<b>Policy coherence</b> across water and other sectors; housing, transport etc.	WS6 - Adaptive policies and standards
Resource <b>commitment across organisations</b>	WS4 - The Partnership (Business Plan section 3)
<b>Data and information</b> integration to prioritize a plan	WS2 - Digital Platform
<b>Mobilize water finance</b> and allocate financial resources	WS6 - Integrated Investment Plan
<b>Influence</b> on future investment programmes	WS6 - Marketing and Engagement
<b>Alignment of governance practices</b> within organisations/regulatory boundaries	WS4 - The Partnership
Level of <b>accountability</b> to decision-making	WS4 - The Partnership
Level of <b>Partner/Stakeholder engagement and participation</b> in the implementation of an IWMP	WS6 - Marketing and Engagement
The <b>partnership enables wider participation in IWMP</b> , to enable wider social & ecological benefit.	WS4 - The Partnership
<b>Monitoring and evaluation of metrics</b> specific to the IWM (Performance Monitoring)	WS4 – The Partnership
Arrangement and <b>contribution of co-funding</b>	WS4 – The Partnership (Business Plan section 3)

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# Looking ahead...

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## September

3<sup>rd</sup> Mayoral roundtable  
Annual Business Plan approved  
Letters to CEOs

## October

Go live GM Green Summit  
GM IWMP webinar

## November

British Water conference  
Institute of Asset Management conference

## January '24

Natural Course conference  
RFCC bid submission

# Key actions to support the IWM Plan implementation

The true challenge is that the change required to better manage our water cannot be achieved by continuing to operate as we currently do.

Page 2

Change will only come about with an **evolution from the MOU to a multi-sectoral partnership with investment in resources and the structures and tools** to enable those resources to deliver effectively.

Our ask is everyone's firm commitment to invest your organisations time and resources to achieving this change.





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# DISCUSSION

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## GMCA Overview & Scrutiny Committee

Date: 27 September 2023  
Subject: Overview & Scrutiny Committee Work Programme and Forward Plan of Key Decisions  
Report of: Nicola Ward, Statutory Scrutiny Officer, GMCA

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### PURPOSE OF REPORT:

To provide an opportunity for the Committee to review their draft Work Programme for the forthcoming municipal year (Appendix A) and provide the Committee with the latest Forward Plan of Key Decisions (Appendix B) to ensure that they are informed of the forthcoming decisions to be taken by the GMCA, GM Mayor or any delegated officer or committee.

### RECOMMENDATIONS:

The Committee is asked to –

1. Consider the proposed Overview & Scrutiny Work Programme for the forthcoming municipal year.
2. Use the Forward Plan of Key Decisions to identify any potential areas for further scrutiny.

### CONTACT OFFICER:

Nicola Ward, Statutory Scrutiny Officer, GMCA

[nicola.ward@greatermanchester-ca.gov.uk](mailto:nicola.ward@greatermanchester-ca.gov.uk)

**GMCA Overview and Scrutiny draft Work Programme October – December 2023**

11 October – **Information briefings on Growth Locations – Andrew McIntosh**

25 October

<b>Item</b>	<b>Lead member / officer</b>	<b>Trajectory of item</b>	<b>Ask of scrutiny</b>
GM Business Board Update	Lou Cordwell (Chair of the LEP) / David Rogerson		To provide scrutiny on the work over the past year undertaken by the Local Enterprise Partnership, and the proposed work for the forthcoming year.
Greater Manchester Strategy performance monitoring	Andy Burnham / Simon Nokes / Amy Foots	6 monthly performance report	To monitor the delivery of the objectives contained within the Greater Manchester Strategy.
Violence Reduction Strategy	Kate Green / Damian Dallimore	Final sign off GMCA November	To consider the draft GM Violence Reduction Strategy

Mid November – Information briefing

22 November

<b>Item</b>	<b>Lead member / officer</b>	<b>Trajectory of item</b>	<b>Ask of scrutiny</b>
Growth Locations and Investment Zones	Bev Craig / Andrew McIntosh		To update the Committee on the current GM position regarding growth locations and investment zones.
Bee Network Vision	The Mayor / Vernon Everitt	GMCA November	To receive an update on the vision for the Bee Network.
Housing Standards / Good Landlord Charter	Ged Cooney / Steve Fyfe		To consider the work underway across GM to raise housing standards.

6 December – **Information briefing on the Greener – Mark Atherton**

13 December

<b>Item</b>	<b>Lead member / officer</b>	<b>Trajectory of item</b>	<b>Ask of scrutiny</b>
Proposed approach to the Waste Contract	Tom Ross / Paul Morgan / David Taylor	GMCA 15 December 2023	To consider the proposed approach to the future of the waste contract.
Investment Loan Fund	David Molyneux / Laura Blakey		To develop an understanding of the investment loan fund opportunities offered by the GMCA.

Forward Plan of Key Decisions : 1 September 2023 to 30 November 2023

Published on 16 August 2023

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## What is a Forward Plan of Key Decisions?

The Register is a published list of the key decisions which are due to be taken by the:

- Greater Manchester Combined Authority (GMCA)
- Greater Manchester Elected Mayor
- Joint GMCA & AGMA Executive Board
- Transport for Greater Manchester Committee
- GMCA Resources Committee
- GMCA's Waste & Recycling Committee
- Statutory Officers of the GMCA

These decisions must be published on the Register at least **28 clear days before the decision is to be taken**, whether in public or private. The Register is updated at least once a

## What is a Key Decision?

A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:

- (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or
- (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester.

## How to find out more on these proposed decisions

The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA's website five working days before the decision is to be made see [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk).

For general information about the decision- making process please contact:

Julie Connor - Secretary to the GMCA  
[julie.connor@greatermanchester-ca.gov.uk](mailto:julie.connor@greatermanchester-ca.gov.uk)



<p>month.</p> <p>This Register of Key Decisions has been prepared in accordance with <a href="#">Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017</a> ('the Order').</p> <p>The Register is published on the GMCA's website <a href="http://www.greatermanchester-ca.gov.uk">www.greatermanchester-ca.gov.uk</a> and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority &amp; Greater Manchester Mayor</p> <p>Tootal Buildings Oxford Street Manchester M1 6EU</p>	<p>The GMCA's has an Overview &amp; Scrutiny Committee whose role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	
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Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
<b>Transport</b>							
Bus franchising	To approve the award of:  (i) the franchise contracts relating to bus franchising;  (ii) contracts for the provision of various franchise	Chief Executive Officer GMCA & TfGM  GM Mayor Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023  Between 1 Sep 2023 and 30 Nov 2023  Between 1 Sep 2023 and 30 Nov 2023	Report with recommendations	GM Mayor Andy Burnham  GM Mayor Andy Burnham  GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 79</p>	<p>scheme related services and goods (including all contracts for the provision of equipment, hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and ongoing operation, of</p>						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 80	franchised bus services and the overall franchising scheme); and (iii) contracts for the acquisition and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and ongoing operation, of						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	franchised bus services and the overall franchising scheme.						
City Region Sustainable Transport Settlement (CRSTS)	To approve allocations and Governance and Assurance arrangements for specific schemes as and when required.	Chief Executive Officer GMCA & TfGM  Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023  Between 1 Sep 2023 and 30 Nov 2023	Report and recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA & TfGM	
Bus Depot Acquisitions	To negotiate and approve the acquisition of bus depots	Chief Executive Officer GMCA & TfGM	Between 1 Sep 2023 and 29 Dec 2023	28 Delivering the Bee Network - Bus Fares Fleet	GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 82	to support bus franchising, within previously approved capital and revenue budgets for bus franchising.			Depots and CRSTS			
Bus Depot Leasing Arrangements	To agree the final terms of leases of bus depots to be granted to TfGM and the terms of all subleases of the depots	Chief Executive Officer GMCA & TfGM	Between 1 Sep 2023 and 29 Dec 2023	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com

<b>Decision title</b>	<b>What is the decision?</b>	<b>Decision Maker</b>	<b>Planned Decision Dates</b>	<b>Documents to be considered</b>	<b>Portfolio Lead</b>	<b>Lead Director</b>	<b>Officer Contact</b>
Page 83	both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to be granted to the franchise bus operators.						
	Bus Depot Leasing Arrangements	To complete and execute all leases of bus depots to be granted to TfGM.	Monitoring Officer GMCA	Between 1 Sep 2023 and 29 Dec 2023	12 Delivering the Bee Network	GM Mayor Andy Burnham	Jacqueline Elliott Jacqueline.Elliott@tfgm.com
Forthcoming	To approve	Bee Network	Between 1	Report with	GM Mayor	Chief	Stephen

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Changes to the Bus Network in Greater Manchester	forthcoming changes to subsidised bus services.	Committee  Chief Executive Officer GMCA & TfGM	Sep 2023 and 30 Nov 2023  Between 1 Sep 2023 and 30 Nov 2023	Recommendations	Andy Burnham  GM Mayor Andy Burnham	Executive Officer GMCA & TfGM	Rhodes stephen.rhodes@tfgm.com
Active Travel Programme	Approval to release funding to progress the development and delivery of cycling and walking schemes and programmes.	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report with Recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA & TfGM	Steve Warrener steve.warrener@tfgm.com
Local Growth Deal ( 1, 2 and	To grant Full or Conditional	Greater Manchester	Between 1 Sep 2023 and	Report with Recommendations	GM Mayor Andy Burnham	Chief Executive	Steve Warrener



<b>Decision title</b>	<b>What is the decision?</b>	<b>Decision Maker</b>	<b>Planned Decision Dates</b>	<b>Documents to be considered</b>	<b>Portfolio Lead</b>	<b>Lead Director</b>	<b>Officer Contact</b>
3) six monthly progress update	Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.	Combined Authority	30 Nov 2023	ons		Officer GMCA & TfGM	steve.warrener@tfgm.com
Quality Bus Transit	To approve CRSTS funds	Greater Manchester	Between 1 Sep 2023 and	Report with recommendati	GM Mayor Andy Burnham		Anthony Murden

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Page 86	for the implementing signal priority for late running buses at junctions across five Quality Bus Transit corridors.	Combined Authority Bee Network Committee	30 Nov 2023  Between 1 Sep 2023 and 30 Nov 2023	ons	GM Mayor Andy Burnham		Anthony.murden@tfgm.com
	Ashton - Stockport - Quality Bus Transit	Greater Manchester Combined Authority Bee Network Committee	Between 1 Sep 2023 and 31 Oct 2023  Between 1 Sep 2023 and 31 Oct 2023	Report with recommendations	GM Mayor Andy Burnham  GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com

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	Transit scheme.						
Active Travel Capital Pipeline	To approve CRSTS funding to enable continued delivery of the Active Travel pipeline.	Bee Network Committee	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Richard Nickson richard.nickson@tfgm.com
Golborne Station	To approve CRSTS funds to develop Golborne Station	Bee Network Committee	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Simon Elliott simon.elliott@tfgm.com
Oldham: Beal Valley & Broadbent	To approve CRSTS funds to develop	Bee Network Committee	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Eleanor Sykes eleanor.sykes@oldham.gov.

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Moss - Greenway Corridor	Oldham's Beal Valley & Broadbent Moss - Greenway Corridor						uk
Salford Central	To approve Growth Deal funds to deliver Salford Central station enhancement	Bee Network Committee	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Simon Elliott simon.elliott@tfgm.com
Salford Peel Green Active Travel Scheme	To approve CRSTS funds to develop Salford's Peel Green Active Travel Scheme Streets for All	Bee Network Committee	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Chris Smith chris.smith@salford.gov.uk

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	scheme.						
Trafford Bus Studies	To approve CRSTS funds for the development of an Outline Business Case for the Trafford Bus Studies scheme.	Bee Network Committee	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com
Salford Bolton Network Improvements (SBNI) contract award/funding drawdown	SBNI Salford DP7 A580 contract award/funding drawdown.  SBNI Salford DP3 A666 contract	Bee Network Committee	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		David Shaw david.shaw@tfgm.com

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	award/funding drawdown.						
GMCA engagement with the HS2 Phase 2b Hybrid Bill	To petition against the HS2 Phase 2b hybrid Bill, and to make other representations to ensure TfGM and GMCA's key issues with the content of the Bill are fully considered and addressed.	Chief Executive Officer GMCA & TfGM	Between 1 Sep 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Martin Lax martin.lax@tfgm.com
<b>Technical Education &amp; Skills</b>							

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ESF Skills for Growth Commissioning	To proceed with the procurement and contracting of providers and activity relating to the GM Skills for Growth programme.	Chief Executive Officer GMCA & TfGM	Between 1 Sep 2023 and 30 Nov 2023	Report with recommendations	Councillor Eamonn O'Brien	Treasurer GMCA	Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk
GM Adult Skills Programme (including devolved Adult Education Budget and Free Courses)	To approve a cost of delivery exceptional payment to AEB Skills Providers for the 2022/2023 academic	Chief Executive Officer GMCA & TfGM	Between 1 Sep 2023 and 30 Nov 2023	Report with recommendations	Councillor Eamonn O'Brien		Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
for Jobs funding) 2022/2023 academic year update and 2023/2024 academic year forward plan Page 92	year.  To note progress of the 2023/2024 Adult Education Budget commissioning process and where applicable, the selected skills providers  To grant delegated authority to the GMCA						



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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 93</p>	<p>Treasurer to take forward the AEB commissioning , including to contract award.</p> <p>To approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded further education institutions.</p>						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 94	To grant delegated authority to the GMCA Treasurer to agree any minor changes that arise during discussions between each institution and GMCA.						
Award of GMCA Community Grants commission	To approve the award of the GMCA Community Grants commission to	Treasurer GMCA	Between 1 Sep 2023 and 1 Sep 2023	GMCA Community Grants - Award Report	Councillor Eamonn O'Brien		Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

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	the winning bidder following an open and competitive process						
Greater Manchester Apprenticeship and Careers Service Procurement	Contract award to successful bidder following procurement process, to deliver the GMACS careers planning digital service.	Treasurer GMCA	Between 1 Sep 2023 and 30 Nov 2023	Report with recommendations	Councillor Eamonn O'Brien		Nicola McLeod Nicola.mcleod@greatermanchester-ca.gov.uk
Skills	To proceed	Treasurer	Between 1	National Skills	Councillor		Hannah

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Bootcamps 2023 - 2024: Phase 2 commissioning ; Sector 3 (recommissioning): Adv Manufacturing; Sector 8: Security; Sector 9: Residential Childcare	with the procurement and contracting of providers and activity relating to the GM Skills Bootcamps programme.	GMCA	Sep 2023 and 30 Sep 2023	Funding (CA report Feb 2023)	Eamonn O'Brien		Vincent hannah.vincen t@greaterman chester-ca.gov.uk
<b>Resources and Investment</b>							
UKSPF E22 SME Workspace -	To approve a scheme being removed from	Greater Manchester Combined	Between 1 Sep 2023 and 30 Sep 2023	Report with recommendations	Councillor David Molyneux		Alison Gordon alison.gordon @greatermanc

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project change	the UKSPF E22 SME workspace programme and to approve the replacement scheme.	Authority					hester-ca.gov.uk
Greater Manchester Business Funds	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report with Recommendations	Councillor David Molyneux	Chief Executive Officer GMCA & TfGM	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk

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	investments, including where relevant negotiated settlements.						
UK Shared Prosperity Fund- GM Innovation Ecosystem Navigation Service	To agree the contract award for the UKSPF GM Innovation Ecosystem Navigation Service to the successful bidder, following an open and competitive procurement process.	Treasurer GMCA	Between 30 Sep 2023 and 30 Nov 2023	Report with recommendations	Councillor David Molyneux		John Wrathmell john.wrathmell@greatermanchester-ca.gov.uk

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<b>Housing</b>							
GM City Deal Receipts - Investment Approval Recommendations	The approval of investments funded with City Deal Receipts received from Homes England.	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report	Councillor Gerald Cooney		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
GM Brownfield Programme	The allocation of funding from GMCA's brownfield programme to residential developments in GM.	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report with recommendations	Councillor Gerald Cooney		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk

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Greater Manchester Housing Funds	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Agreement to using further Greater Manchester Housing Investment Loan Fund	To agree the further use of Greater Manchester Housing Investment Loan Fund	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk



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surpluses	(GMHILF) surpluses to support the delivery of the GM Housing Strategy						
Greater Manchester Property Funds	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Greater Manchester Combined Authority	Between 1 Sep 2023 and 30 Nov 2023	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Integrated	To approve the	Greater	29 Sep 2023	Report with	Councillor Tom		Andrew

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Water Management Plan - Business Plan	business plan for the Integrated Water Management Plan to 31 March 2024.	Manchester Combined Authority		recommendations	Ross		McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
<b>Equalities &amp; Communities</b>							
GM VCSE Fair Funding Protocol with GMCA	Enter into a Fair Funding Protocol agreement with the GM VCSE Leadership Group	Greater Manchester Combined Authority	Between 1 Sep 2023 and 31 Oct 2023	Report with recommendations	Councillor Arooj Shah		Anne Lythgoe anne.lythgoe@greatermanchester-ca.gov.uk

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<b>Safe &amp; Stronger Communities</b>							
Greater Manchester Violence Reduction Strategy	Review and approve the Greater Manchester Violence Reduction Strategy.	Greater Manchester Combined Authority	24 Nov 2023	Report with recommendations	GM Deputy Mayor Kate Green		Damian Dallimore Damian.Dallimore@greatermanchester-ca.gov.uk>

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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