

GREATER MANCHESTER CORPORATE ISSUES & REFORM OVERVIEW AND SCRUTINY COMMITTEE

DATE: Tuesday 15 October 2019

TIME: 6.00pm – 8.00PM

VENUE: GMCA Boardroom, Churchgate House, 56 Oxford
Street, Manchester, M1 6EU

SUPPLEMENTARY AGENDA

- 5. GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE UPDATE - TO FOLLOW** 1 - 54

Report of Andy Burnham, Mayor of Greater Manchester and Policy and Reform Portfolio Lead.

For copies of papers and further information on this meeting please refer to the website
www.greatermanchester-ca.gov.uk.

Alternatively, contact the following Governance & Scrutiny Officer:

✉ jamie.fallon@greatermanchester-ca.gov.uk

This agenda was issued on 8 October on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

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GREATER MANCHESTER CORPORATE ISSUES AND REFORM SCRUTINY COMMITTEE

Date: 15th October 2019

Subject: Greater Manchester Strategy Implementation Plan and Performance Update

Report of: Andy Burnham, Mayor of Greater Manchester and Policy & Strategy Portfolio Lead

PURPOSE OF REPORT

To provide scrutiny committee members with an updated on the progress being made in delivery of the Greater Manchester Strategy (GMS) implementation plan. The latest six monthly update of the implementation plan and performance dashboards is currently being developed and will be provided to Scrutiny Members in November.

RECOMMENDATION:

Scrutiny Members are asked to note the content of the last GMS performance update and provide comments on the progress being made.

CONTACT OFFICERS:

Jane Forrest, Assistant Director, GMCA Jane.forrest@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1. The 2017 Greater Manchester Strategy (GMS) sets out a commitment to publish an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, the GMCA agreed a two-year Implementation Plan with the inclusion of ambitions to be achieved by 2020, and delivery milestones. This Implementation Plan:
- is based around a small number of prioritised actions, and not a 'catch all' list of all the actions underway in a particular area;
 - is focused on those actions which are 'transformational' in that, when delivered, they will move GM significantly towards achieving its ambitions;
 - is focused on those actions which require the whole 'GM-system' to get behind to deliver the outcomes we are seeking; and
 - sets out clear, measureable, milestones towards the completion of the actions to allow Members to determine whether we are on-track to achieve the action within the 2020 timescale.
- 1.2. The GMS Performance Dashboard has been developed to sit alongside the Implementation Plan, to provide a better understanding of performance in the round. The performance dashboard metrics help us to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes we are seeking to track. However, it is not possible for a direct read across between the performance of the outcome measures and the milestone delivery.
- 1.3. The annexed implementation plan provides a progress update on the activities delivered over the period Oct 2018-March 2019 and shows RAG ratings based on an assessment on progress and the likelihood of the action being delivered by 2020. New delivery milestones are also included for the remaining plan period.
- 1.4. The April to September six month period has just finished and the full performance update is being developed. The updated implementation plan and performance dashboards will be provided to Scrutiny Members in November.
- 1.5. The Implementation Plan actions respond to challenges highlighted in the performance dashboard. As mentioned above however, it should be noted that read across between the actions and the dashboard performance ratings is not necessarily direct, given the lag in reporting for some of the data, the time taken for activity to translate into outcomes, and the wider causal factors at work.

2. GREATER MANCHESTER STRATEGY PERFORMANCE

- 2.1 As shown in the full Implementation Plan update (Annex A), good progress is being made in the delivery activities under each of the GMS priorities. For some areas however, the assessment of our ability to achieve the 2020 ambition statements has been rated red or

amber, with an explanation as to why these activities are deemed to be off-track and achievement of the ambitions by 2020 may not be met.

2.2 Progress against the performance measures in each of the dashboards is variable. There is a time lag on many of the metrics used in the dashboards, and for much of the activity being delivered the impacts of delivery may not be felt for many years, which accounts (in some part) for the variation between on-track delivery activity and off-track outcome performance.

2.3 As stated above, the implementation plan and performance dashboards are currently being updated. From the early draft updates some key progresses in the priorities of most interest to Corporate Scrutiny include:

Priority 1 – Children starting school ready to learn:

- The proportion of GM mothers who were smokers at the time of delivery (SATOD) has reduced at a faster rate than any other NHS commissioning region in England.
- The quality of GM early years settings has continued to improve, with only 5.8% not achieving a 'good' or 'outstanding' rating in the March 2019 data.
- Significant work has been undertaken since the last GMS update to develop the Early Years elements of the Greater Manchester Spending Review submission to Government.

Priority 10 – An age-friendly Greater Manchester:

- An increase in the number of 50-64 year olds in work has been seen. The employment rate for this age group was 70.9% in the year to March 2019, 1.3 percentage points below the England average, but demonstrating a narrowing of the gap that stood at 4.4 percentage points just a year before.
- Recent developments include the launch of a *Pride in Ageing* programme with the LGBT Foundation, funding for a National Centre for Creative Ageing, and the second phase of the Mayoral Age-Friendly Neighbourhoods Challenge. Support for the *Ageing in Place* programme for age-friendly neighbourhoods has been agreed, based on the approach outlined in the GM White Paper on Unified Public Services.

Enabling actions and ways of working:

- Draft proposals have been developed for the Reform Investment Fund, (Youth homelessness, Children's Pause, Women Offenders).
- The actions being led by the VCSE sector to develop new ways of joint working, include the delivery of a review of commissioning, identifying barriers to participation, and developing interventions and responses to issues identified.

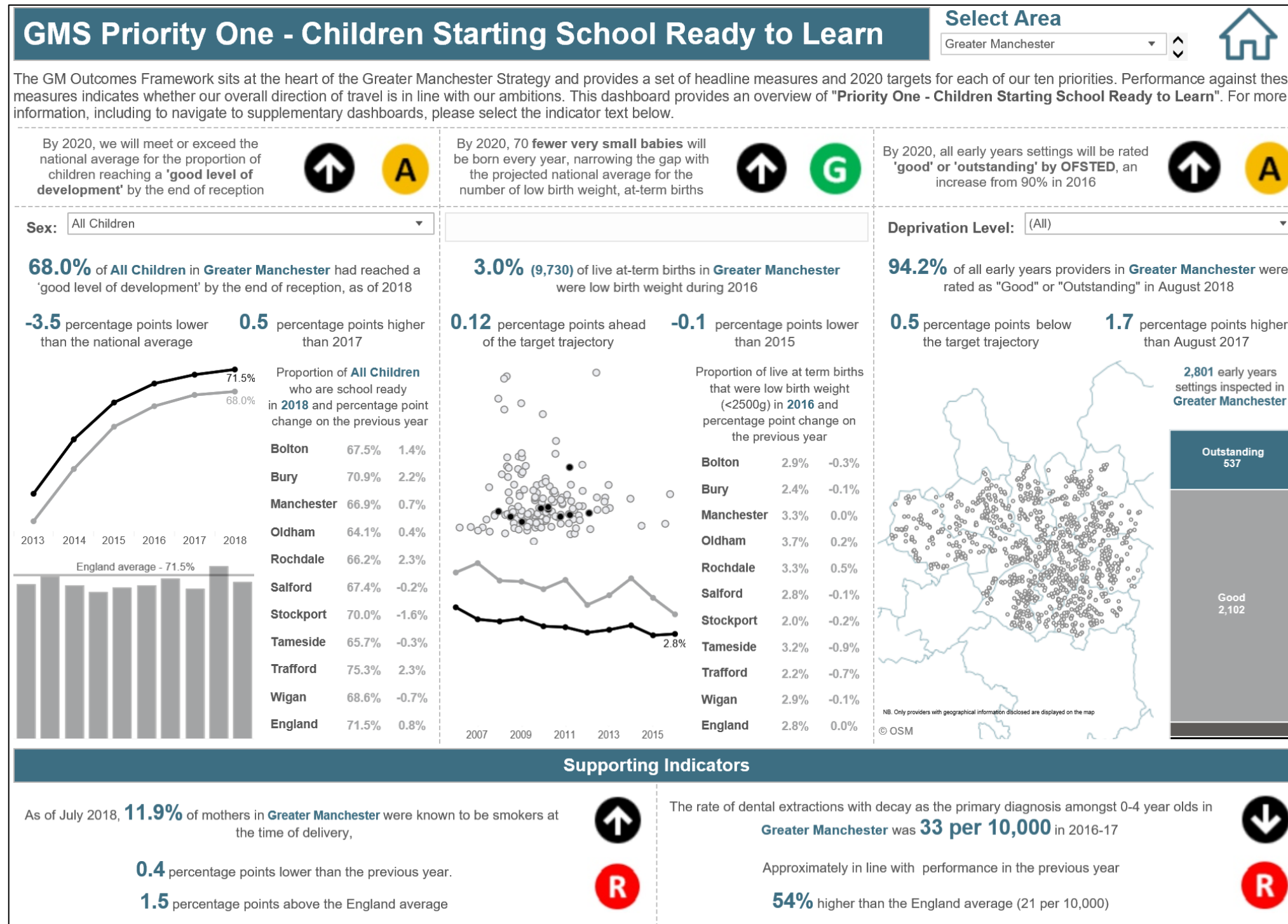
2.4 Other significant progresses made since the last update of the GMS implementation plan include:

- A Bed Every Night has been scaled up and is now in Phase 2 of delivery, to date, nearly 700 clients have 'moved on' to more positive accommodation options.

- Our Pass has launched, providing free bus travel for 16 to 18 year olds.
- A proposed bus reform scheme has been developed for the whole of Greater Manchester, with the aim of providing a joined up network, with simple fares and ticketing, and guarantees the best value ticket for journey's taken. A public consultation on the bus franchising scheme will now be undertaken.

3. RECOMMENDATION

3.1 Scrutiny Members are asked to note the content of the last GMS performance update and provide comments on the progress being made.



Context and challenges

- Since the October 2018 Performance Report, new data have only been released on two of the Priority 1 measures: the proportion of early years settings rated 'good' or 'outstanding'; and the proportion of mothers who were smokers at the time of delivery. Positive improvement has been seen on both, and provides a good foundation for stronger performance on wider measures down the line: further improvement in the OFSTED rankings of GM early years settings should support increases in school readiness as these children progress into compulsory education; although there is more to do to address the significant gap with the national average, the reduction in new mothers who smoke will contribute to progress against the Priority 9 premature mortality measures.
- As reported in the October 2018 Performance Report, school readiness (measured by the proportion of five-year old children who had reached a 'good level of development' by the end of reception) has improved steadily over recent years. However, whilst the gap with the national average has narrowed over recent years, it remains significant, and achievement of the 2020 target looks challenging.
- The OFSTED indicator confirms that further attention is needed to address variance by place. Only 89.0% of early years settings in GM's most deprived neighbourhoods (the bottom quintile on the Index of Multiple Deprivation) were rated 'good' or 'outstanding', compared to 95.6% in the least deprived areas (the top quintile). Similarly, there is variance in school readiness, both across and within localities, and a strong correlation between lower levels of school readiness and deprivation.
- Improved early years outcomes are a fundamental foundation for achieving our ambitions across the GMS priorities, and we are engaging with schools to support them to become leaders in early years. A GM Early Years Workforce Academy has been agreed in principle, with the aim of rolling out a consistent, high quality workforce development approach to place-based teams and early years settings. Amongst activity under the GM Population Health Plan, we are targeting smoking in pregnancy and children's oral health.

Priority 1 (Children starting school ready to learn):

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
1.1 Develop a single consistent and high quality workforce development programme and roll out to place-based teams and early years settings	Capacity issues constrain ability to achieve 2020 ambition. Reliant on both funding and staff resource. Elements also dependent on spending review outcome.	Detailed analysis completed informing development of sustainable workforce strategy	Workshop held with Early Years professionals, scoped priorities for inclusion in workforce strategy. Agreed in principle a GM Early Years Workforce Academy. Joint working with MMU regarding further development and taking this forward. Successful DfE funding bid for speech & language development. Held 2 nd GM school readiness summit, attended by 400+ delegates.	<ul style="list-style-type: none"> • Early Years academy and workforce strategy developed in detail. Academy prospectus drafted and investment opportunities explored. • Task and Finish group established to oversee detailed development of the EY Workforce Academy • DfE Early Outcomes Fund accelerates GM's progress towards a mature system for integrated leadership and workforce in Speech, Language and Communication pathway, creating early model for EY Workforce Academy • As part of wider School readiness and early years agenda, specific asks of workforce development identified. Submission as part of spending review process 	<ul style="list-style-type: none"> • Academy delivery underway • Responding to outcome of spending review
		Work undertaken with Early Years training providers, ensuring Early Years and childcare initial and post qualification training and development programmes include GM EYDM focus and use of assessment and intervention tools	Agreed in principle a GM Early Years Workforce Academy. Milestone complete – activity taken forward through above.		
		Develop comprehensive ask of Gov and local partners for a single consistent high quality workforce development approach	Gov asks have been developed as part of development of White Paper for GM public service, further work is required through development of Academy to develop detailed asks		
1.2 Develop and roll out a digital Early Years Record across GM	Market testing has demonstrated original proposal was complex. Revisions have been made and re-tendering underway.	Tender exercise for Early Years digital solution completed. Implementation of digital solution in early adopters sites commenced.	Procurement exercise undertaken, with unsatisfactory response to go back to Market May 2019. Work progressing well with early adopters	<ul style="list-style-type: none"> • EYs Digital Solution procured and live in first early adopter site • Project Manager in post. • Understanding appetite for wider adoption completed across GM, supporting work underway 	<ul style="list-style-type: none"> • EYs Digital Solution live in 3 early adopter sites • Subject to demand by districts, further adoption underway
		Project evaluation report shared with appropriate stakeholders with options for historic paper digitisation approach to be rolled out across GM. Delivery in 2 further districts underway.	Work completed and evaluated, reviewing potential to roll out more broadly, additional project management capacity being recruited and incorporated into wider EYs digitisation programme		
1.3 Deliver a programme of engagement with schools to support them to become leaders in early years	Delivery dependent on factors not all currently within GMCA controls	Partnership model of System Leadership with Nursery Schools developed	2 nd School readiness summit held, with higher level of school attendance. Ongoing liaison with schools to support and enable them to take responsibility for system leadership. Provision of best practice examples, data & evidence and ensuring workforce availability. Clear role identified for schools in place based delivery of neighbourhood models (30-50K populations)	<ul style="list-style-type: none"> • Refining and understanding support requirements to embed. Providing infrastructure support. • Host a thematic focus on schools and education at Reform Board view to developing wider actions in this area. 	<ul style="list-style-type: none"> • Refining and understanding support requirements to embed. Providing infrastructure support.
1.4 Develop and implement integrated support services for		GM standards for complex needs pathway agreed and aligned with broader transformation programme for Children's Services.	Developed pathway, recognised as a way of working in place based model. Redirected reform investment fund to enable localities to determine most	<ul style="list-style-type: none"> • Delivery of locality priority plans. GMCA policy team to support collaboration, sharing of best practice 	<ul style="list-style-type: none"> • Delivery of locality priority plans. GMCA policy team to support collaboration, sharing of best practice

families with more complex needs			appropriate way of delivering integrated support services for families with more complex needs in their areas.	and ensuring efficient and effective delivery across GM.	and ensuring efficient and effective delivery across GM.
1.5 Develop and roll out a consistent high quality antenatal care package across GM		GM antenatal care package designed and agreed	Salford package designed and delivered, currently being evaluated by MMU. Continuity of care for women in whole pathway (inc antenatal) increased from 2% to 21.5% in March 2019. All providers now have support in place, as part of networked improvement to delivery saving babies lives. All providers (except Wigan) now part of Babyclear programme, reducing number of mothers who are smoking at birth	<ul style="list-style-type: none"> Based on evaluation findings, identify next steps and requirements for GM wide roll out Identify clinical lead and women's and fathers voice, and project support Baseline current antenatal education training offer in all GM maternity providers, and identify national and local good practice Engage commissioners in work at early stage regarding contracting and resources for antenatal education 	<ul style="list-style-type: none"> Embed workforce development element into Academy model. Embed in locality commissioning plans.
1.6 Ensure access to high quality speech, language and communication support to all children who need it		Consistent implementation of WELcomm assessment tool across GM. Population behaviour change approach to influence parent behaviour piloted across GM in partnership with BBC and BIT.	<p>DfE funding awarded for an Early Years outcome fund that focuses on speech & language in Early Years.</p> <p>Locality deep dive undertaken to baseline GM's use of WELcomm assessment tool.</p> <p>Phase1 BIT completed, identifying factors / actions which have greatest impact on parental behaviours.</p> <p>BBC pilot delivered. Developed online materials to support parents in their child's early language development.</p>	<ul style="list-style-type: none"> DfE funding will accelerate the pace and scale of implementation of the current Speech, Language and Communication Pathway across GM Options for rolling out Phase 2 of BIT collaboration to be explored, which will see the team piloting, expanding and evaluating a new approach to supporting parents of children with mild to moderate language delays 	<ul style="list-style-type: none"> Full implementation of GM Speech, Language and Communication Pathway. MMU to evaluate processes for scaling up and mainstreaming new pathway Phase 2 of BIT collaboration project completed and evaluated
1.7 Support all early years providers to be good or outstanding	Subject to outcome of Spending Review	Worked with Ofsted to establish what it would take to reach 100% good or outstanding settings and scope package of support for early years providers	Some initial difficulties in engagement with Ofsted has resulted in limited progress against milestone	<ul style="list-style-type: none"> Through wider work on spending review submission, develop clearer proposition for joint working with Ofsted for improving quality of GM providers 	<ul style="list-style-type: none"> Next steps dependent on spending review outcome

GMS Priority Two - Young People Equipped For Life

Select Area

The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Two - Young People Equipped for Life". For more information, including to navigate to supplementary dashboards, please select the indicator text below.

<p>By 2020, there will be 1,000 fewer looked after children in GM, a reduction of more than 20% on 2016 levels</p> <p style="text-align: center;">R ↓</p>	<p>By 2020, the proportion of GM Key Stage 2 pupils achieving the expected level of attainment in reading, writing and maths (RWM) will continue to meet or exceed the England average.</p> <p style="text-align: center;">G ↑</p>	<p>By 2020, we will meet or exceed the national average Attainment 8 score per pupil at the end of Key Stage 4, with all districts demonstrating significant progress in closing the attainment gap</p> <p style="text-align: center;">A ↓</p>	<p>By 2020, the number of 16-17 year-olds who are NEET will be below the national average in all GM districts, as will the number whose activity is not known to the local authority</p> <p style="text-align: center;">R ↓</p>																																																																																																																																			
<p>As of March 2018, there were 5,664 looked after children in GM, up by 426 compared to March 2017</p> <p>1,110 (24.4%) behind the target trajectory.</p> <p>Rate of looked after children per 10,000 and % difference on the previous year</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <thead> <tr> <th>Local Authority</th> <th>Rate per 10,000</th> <th>% Difference</th> </tr> </thead> <tbody> <tr><td>Bolton</td><td>91</td><td>4.60%</td></tr> <tr><td>Bury</td><td>77</td><td>-6.10%</td></tr> <tr><td>Manchester</td><td>104</td><td>7.22%</td></tr> <tr><td>Oldham</td><td>93</td><td>12.05%</td></tr> <tr><td>Rochdale</td><td>96</td><td>7.87%</td></tr> <tr><td>Salford</td><td>103</td><td>8.42%</td></tr> <tr><td>Stockport</td><td>58</td><td>9.43%</td></tr> <tr><td>Tameside</td><td>124</td><td>19.23%</td></tr> <tr><td>Trafford</td><td>68</td><td>-2.86%</td></tr> <tr><td>Wigan</td><td>70</td><td>6.06%</td></tr> <tr><td>GM</td><td>88</td><td>6.17%</td></tr> <tr><td>England</td><td>64</td><td>3.23%</td></tr> </tbody> </table>	Local Authority	Rate per 10,000	% Difference	Bolton	91	4.60%	Bury	77	-6.10%	Manchester	104	7.22%	Oldham	93	12.05%	Rochdale	96	7.87%	Salford	103	8.42%	Stockport	58	9.43%	Tameside	124	19.23%	Trafford	68	-2.86%	Wigan	70	6.06%	GM	88	6.17%	England	64	3.23%	<p>65.4% of Key Stage 2 Pupils in GM achieved the expected level of attainment (RWM) in 2018, up from 61.9% in 2017.</p> <p>Greater than the England Average</p> <p>% achieving expected level in RWM and change on the previous year</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <thead> <tr> <th>Local Authority</th> <th>% Achieving</th> <th>% Change</th> </tr> </thead> <tbody> <tr><td>Bolton</td><td>65.8%</td><td>4.9%</td></tr> <tr><td>Bury</td><td>63.8%</td><td>0.5%</td></tr> <tr><td>Manchester</td><td>62.2%</td><td>2.1%</td></tr> <tr><td>Oldham</td><td>62.8%</td><td>5.6%</td></tr> <tr><td>Rochdale</td><td>60.4%</td><td>4.8%</td></tr> <tr><td>Salford</td><td>65.3%</td><td>3.9%</td></tr> <tr><td>Stockport</td><td>66.8%</td><td>2.7%</td></tr> <tr><td>Tameside</td><td>63.5%</td><td>3.2%</td></tr> <tr><td>Trafford</td><td>75.7%</td><td>4.0%</td></tr> <tr><td>Wigan</td><td>69.8%</td><td>3.9%</td></tr> <tr><td>GM</td><td>65.4%</td><td>3.5%</td></tr> <tr><td>England</td><td>65.2%</td><td>3.2%</td></tr> </tbody> </table>	Local Authority	% Achieving	% Change	Bolton	65.8%	4.9%	Bury	63.8%	0.5%	Manchester	62.2%	2.1%	Oldham	62.8%	5.6%	Rochdale	60.4%	4.8%	Salford	65.3%	3.9%	Stockport	66.8%	2.7%	Tameside	63.5%	3.2%	Trafford	75.7%	4.0%	Wigan	69.8%	3.9%	GM	65.4%	3.5%	England	65.2%	3.2%	<p>The average Attainment 8 (A8) score for Key Stage 4 pupils in GM was 45.34</p> <p>1.32 points below the average for the state-funded sector in England</p> <p>0.2 points below the previous year</p> <p>The average Progress 8 score for GM Key Stage 4 pupils in 2017/18 was -0.16, indicating that pupils made 0.16 of a grade less progress than the national all schools average.</p> <p>This was less than the average score of -0.12 in 2016/17</p>	<p>3.35% of 16-17 year-olds in GM were not in education, employment or training at the end of 2017</p> <p>0.64 percentage points above the England average</p> <p>The activity of a further 2.91% was unknown, 0.38 percentage points below the England average</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <thead> <tr> <th>Local Authority</th> <th>% NEET</th> <th>% Not Known</th> <th>% Total</th> </tr> </thead> <tbody> <tr><td>Bolton</td><td>3.45%</td><td>3.79%</td><td>7.30%</td></tr> <tr><td>Bury</td><td>3.64%</td><td>0.39%</td><td>4.02%</td></tr> <tr><td>Manchester</td><td>3.41%</td><td>5.35%</td><td>8.73%</td></tr> <tr><td>Oldham</td><td>3.48%</td><td>1.61%</td><td>5.10%</td></tr> <tr><td>Rochdale</td><td>3.57%</td><td>2.12%</td><td>5.71%</td></tr> <tr><td>Salford</td><td>5.86%</td><td>1.82%</td><td>7.68%</td></tr> <tr><td>Stockport</td><td>2.25%</td><td>0.84%</td><td>3.04%</td></tr> <tr><td>Tameside</td><td>3.54%</td><td>1.63%</td><td>5.15%</td></tr> <tr><td>Trafford</td><td>2.31%</td><td>3.72%</td><td>5.96%</td></tr> <tr><td>Wigan</td><td>2.67%</td><td>4.34%</td><td>7.04%</td></tr> <tr><td>GM</td><td>3.35%</td><td>2.91%</td><td>6.26%</td></tr> <tr><td>England</td><td>2.71%</td><td>3.29%</td><td>6.00%</td></tr> </tbody> </table>	Local Authority	% NEET	% Not Known	% Total	Bolton	3.45%	3.79%	7.30%	Bury	3.64%	0.39%	4.02%	Manchester	3.41%	5.35%	8.73%	Oldham	3.48%	1.61%	5.10%	Rochdale	3.57%	2.12%	5.71%	Salford	5.86%	1.82%	7.68%	Stockport	2.25%	0.84%	3.04%	Tameside	3.54%	1.63%	5.15%	Trafford	2.31%	3.72%	5.96%	Wigan	2.67%	4.34%	7.04%	GM	3.35%	2.91%	6.26%	England	2.71%	3.29%	6.00%	<p>17.4% (9,400) of economically active 16-19 year olds in GM were unemployed in the year to June 2018</p> <p>Down from 27.0% (14,500) for the previous year</p>
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Supporting indicators

<p>85% of GM pupils reported feeling hopeful and optimistic about the future.</p> <p>However, 18.0% of pupils reported that they did not feel equipped for life*</p> <p><small>*Agreed with less than 4 of 7 'life readiness' statements</small></p>	<p>24,372 bed days for children and young people aged under 18 in CAMHS tier 4 wards in the year to March 2018. This equates to 383.9 per 10,000 children <18, up from 325.5 for the previous year, and below the England average for the year to March 2018 of 392.49</p>	<p>In GM, 21.2% of secondary schools are performing below the national floor standard at Key Stage 4 (scoring a Progress 8 score below -0.5) for the academic year 2017/2018. This is above the national average of 11.6%. This is above the previous year's percentage of 18.6%</p>
G ↓	G ↓	R ↓

Context and challenges

- A new indicator has been included to report data from a survey of Year 10 pupils in GM secondary schools, and shows that 85% felt 'hopeful and optimism about the future'. We will continue to track progress against this measure, and to focus our attention towards the minority who responded less positively – nearly one in five (18%) of the 5,700 pupils who responded agreed with fewer than 4 of 7 'life readiness' statements, and may need further support as they move from compulsory schooling to further educational, training and employment opportunities. One of the key responses in the GMS Implementation Plan is development of a 'Curriculum for Life' from primary age to post-16, with central involvement by the GM Youth Combined Authority.
- The number of looked after children in GM increased for a second consecutive year, following reductions over the 2014-16 period. The 6.2% increase between March 2018 and the previous year was nearly double the increase in the England average, but masks significant variance across GM: rates decreased in two localities, but significant increases were seen in others. In response, a number of innovation programmes are being rolled out across GM, along with a broader emphasis on early intervention and prevention as outlined in the new GM Children's Plan.
- Previously reported provisional data on Key Stage 2 and Key Stage 4 attainment have now been finalised. Key Stage 2 performance is strong, just above the England average, and with a significant increase in the proportion of Year 6 pupils achieving expected levels in reading, writing and maths compared to the previous year. However, Key Stage 4 outcomes under-perform the national average: a new supporting indicator shows that in 2017/18 more than one in five (21.2%) of GM secondary schools were performing below the national floor standard on Progress 8, significantly higher than the previous year (18.6%), and confirming the attainment gap both across and within localities.
- There has been a significant reduction in youth unemployment over recent years, although around one in six 16-19 year olds in GM (excluding those still in education) were unemployed in June 2018. We are committed to reducing youth unemployment and the number of young people not in education, employment and training: as at March 2019, 170 schools and colleges were engaged with the Bridge GM careers portal, and 125 Enterprise Advisers had been recruited to work directly with GM schools and colleges.
- Increasing physical activity amongst children and young people, and supporting their mental health and wellbeing, are key priorities for GM. As the first Daily Mile City Region, by February 2019 more than 400 schools were signed up to the daily mile; wider initiatives to increase physical activity are being promoted under the GM Moving programme and active travel initiatives. Phase 2 of the Mentally Healthy Schools programme is anticipated to complete by July 2019, with the intention that Phase 3 will expand the programme to 125 schools & FE colleges (some 10% of the GM total) from September 2019 onwards.

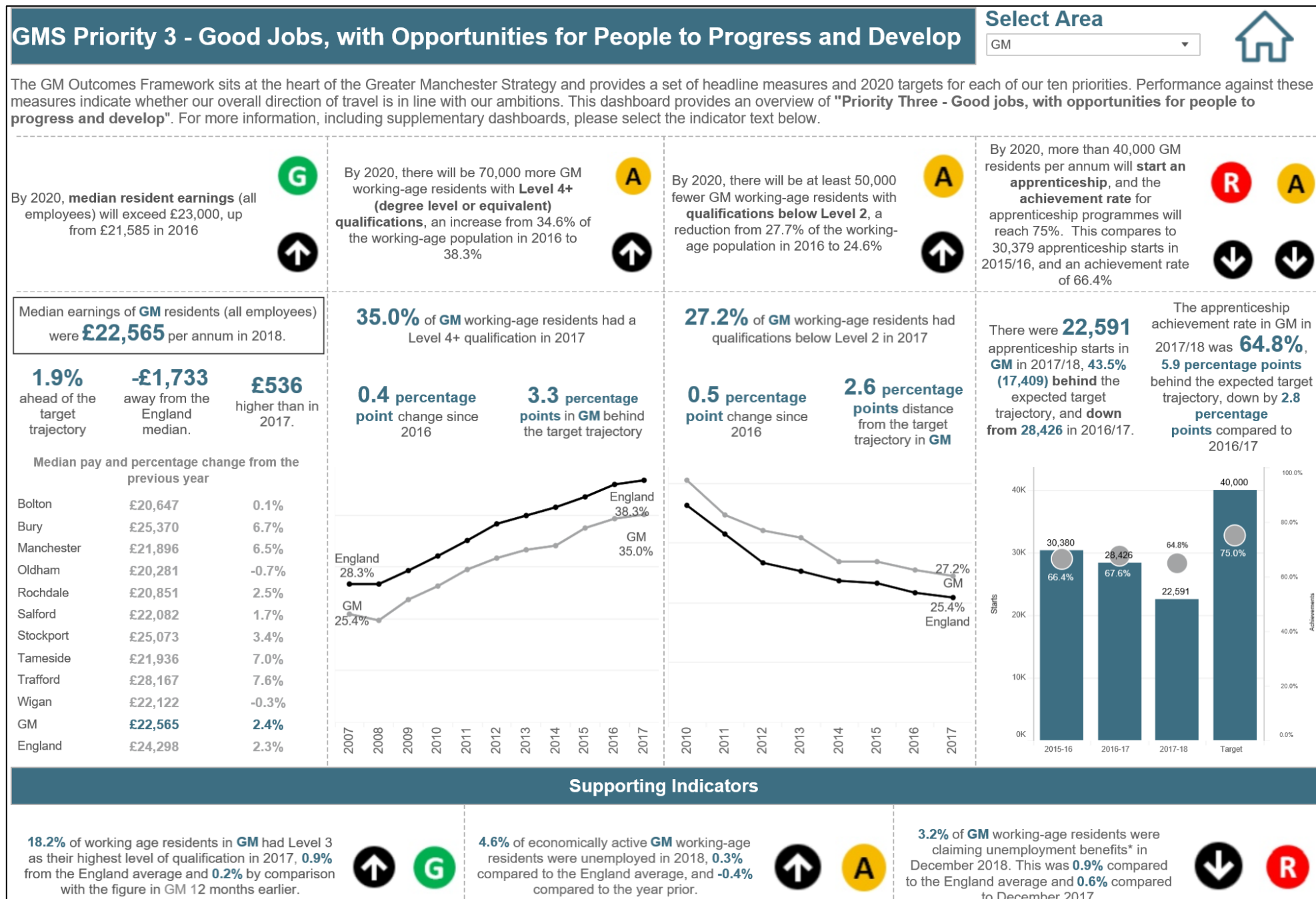
Priority 2 (Young people equipped for life)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
2.1 Put in place a flexible yet consistent approach to the commissioning of Children's and Young People's services embedded across GM; ensuring more young people get the right support at the right time		Report progress on commissioning with health, particularly around mental health to Reform Board, and agree delivery of joint actions and next steps	GM Children's Health & Wellbeing Executive Board overseeing commissioning and delivery. GM Children's Board has developed consolidated plan which includes safeguarding, school readiness and SEND	<ul style="list-style-type: none"> Safe zone procurement process to be completed Full deployment of all mental health provision across all schools and colleges Delivery of phase 2 Mentally Healthy Schools Programme Evaluation by Child Outcomes Research Consortium (CORC) CAMHS support fully mobilised. 	<ul style="list-style-type: none"> Discuss future intake process with NHS England Mentally Healthy Schools Phase 3
2.2 Develop and implement GM model for enabling school improvement, including raising attainment of English, maths and digital	The activity being delivered will make a contribution towards achieving the ambition, but is not a complete school improvement model	Education & Employability Board activity to focus on improvements in schools	Terms of reference and action plan developed	<ul style="list-style-type: none"> Education & Employability Board to oversee delivery of agreed action plan Continued engagement with an aim to meet all 8 Gatsby benchmarks Delivery of Strengthening maths teaching & Strategic masterclasses Recruitment completed for full time post to manage wider digital skills strategy 	<ul style="list-style-type: none"> Education & Employability Board to oversee continued delivery of action plan and review performance Begin delivery of accelerated model Evaluation of peer reviews of school improvement systems across each of the ten local area Evaluation of Raising achievement of all learners pilot and potential scale up across GM Delivery of digital skills strategy
		Life Readiness strands to target support for less advantaged young people	Life Readiness now a key theme reporting to Reform Board: Focusing on Universal offer for YP including: UCAS Career Portal; C4L; World of Work encounters. Also a Care Leavers guarantee and completed life ready survey. Milestone complete – continued development and delivery of activity under life readiness theme through delivery milestones below		
		GM Careers Hub is working with 36 schools/colleges	Successful bid, 36 school engaged		
		Continued focused activity on maths in schools and colleges, through work with GM Colleges Group and Education & Employability Board	Under the Education & Employability Board a maths pilot is being undertaken		
		Project co-ordinator recruited for digital skills programme and iDEA roll out. Development of partner plans to promote within key groups	Lloyd's Bank seconded a member of staff, now complete. Roll out started and is being undertaken as part of the Public Sector Apprenticeships approach and wider apprenticeship work		

2.3 Develop and embed Curriculum for Life (CfL) from primary to post 16; that encompasses universal support and a more targeted offer for those that need it		Develop CfL implementation plan. Focus on development of good examples of experiences of the world of 'work	Stakeholder engagement and working groups have taken place to design content for career portal, building on good practice from across GM	<ul style="list-style-type: none"> Curriculum for Life to form part of the UCAS Career portal 	<ul style="list-style-type: none"> Extend reach of Curriculum for Life
2.4 Develop and implement a Young Person's Careers Portal and ensure that all young people have at least one high quality engagement with an employer to give clear line of sight to the employment opportunities that GM offers		Market engagement and tender process for Careers Portal	2 market engagement events held, stakeholder design input. ITT now live	<ul style="list-style-type: none"> Careers Portal contract awarded, minimum viable product live 200 schools / colleges engaged in Bridge GM, dependent on funding from CEC 55% of 36 schools engaged will fully achieve Gatsby benchmark 5 and 50% will fully achieve benchmark 6 	<ul style="list-style-type: none"> Continued build of website 230 schools / colleges engaged in Bridget GM, dependent on funding from CEC 75% of 36 schools will fully achieve Gatsby benchmark 5 and 70% will fully achieve benchmark 6
		Continue to roll out Bridge GM until full capacity	170 schools / colleges engaged		
		Year 1 of Bridge GM Careers Hub – 36 schools and colleges implement a robust Careers Programme meeting the Gatsby Benchmarks.	36 schools & colleges engaged with all working towards Gatsby Benchmarks		
2.5 Significantly improve GM's technical education offer, with high quality apprenticeships and T-level qualifications; working with the business and skills sector to ensure people gain the skills, knowledge and experience that employers need		GM Employment & Skills Advisory Panel established with DFE & DWP representation	Established and meeting quarterly	<ul style="list-style-type: none"> Oversee implementation of refreshed work & skills action plan in line with LIS Industry placement working group to develop best practice for all colleges to benefit from Employer led CPD offer for colleges Design programme with Oldham College on pathways / occupational maps Activity continues to support at least 500 apprenticeship starts. Match making service designed with commitment from 2 large employers to transfer levy to SMEs across GM. Review Traineeship and other pre-apprenticeship programme activity across GM Work with providers and public sector partner to ensure social and added value are embedded in all apprenticeship programmes. Further 4 collaborative programmes launched. Design and pilot apprentice shadowing programme. Continue to deliver employer engagement CPD programme, ensuring high quality, impartial advice to business 	<ul style="list-style-type: none"> Oversee implementation of refreshed work & skills action plan in line with LIS GMCA/ National Apprenticeship Service /College approach to developing a conversation with businesses around Industry Placements Employer led CPD offer further developed working with AOC where strands permit Implement programme on pathways/ occupational maps through Oldham schools Activity continues to support at least 500 apprenticeship starts. More employers on board, maximising levy spend in GM. Focused sector based campaigns to raise awareness of service. Following review, develop plan to meet requirements and begin implementation Consistent T&Cs for apprentices across partnership. Pilot apprentice shadowing project in all districts, with learning being shared. Further 4 collaborative programmes launched. Further roll out of apprenticeship shadowing programme. Continue to deliver employer engagement CPD programme,
		Developed Industrial Placement Strand, through planned events	Industry placement event took place December 2018 – best practice from local colleges		
		Developed employer engagement strands and identified three T level champions from industry	Gatsby Programme Manager has established 4 industry groups with curriculum leads from GM College Group		
		Knowledge & understanding of technical and vocational pathways improved in schools, through the Careers Hub	Working with DfE in Oldham to work up a pilot on pathways/occupational maps along for young people /parents and schools		
		Create at least 500 apprenticeship starts by Mar 2020, through launch and delivery of SME apprentice support package. Engagement with levy payers to understand issues, influence levy spend and identify transfer / pooling options	Slight delay but grants are now with each LA and activity has started. Workforce planning support for SME's began. Employer events have taken place with national apprenticeship services to troubleshoot levy issues and has identified the need for a match making service		
		Action plan developed and delivered to promote apprenticeship opportunities in the public sector	Programme of activity taking place that has increased apprenticeship numbers across the Public Sector, over 6,000 starts to date. H&SC apprenticeship plan drafted. Collaborative programmes launched for social worker and revenues & benefits.		
		Began work with Institute for Apprenticeships to ensure standards meet needs of GM employers	Delayed due to Institute for Apprenticeships structure changes		
		Employer engagement CPD programme launched, ensuring high quality, impartial advice to business.	Programme live – 10 sessions planned for 150 staff over 9 months		

		Core entitlement developed allowing more Care Leavers apprenticeship access.	Care Leaver Guarantee approved at GMCA March 19 –Activity now captured under 2.6 – Milestone complete		ensuring high quality, impartial advice to business
		Targeted support commissioned for less advantaged young people across GM to increase their career opportunities and progression	NEET ESF provision now in place. Prince's Trust £7m HMT budget project in development. – Activity now captured under 2.7 & 2.8 – Milestone complete		
2.6 Design and deliver a consistent offer for care leavers across GM		Care leavers offer rolled out across GM	Report developed and approved March 2019 GMCA	<ul style="list-style-type: none"> • Design and development of care leavers offer • Specification for a review of health services for Looked After Children by GMHSCP • Review and report of the strategic commissioning resource and capacity in children's services • Care Leavers Executive Board to be established, meeting monthly, to report in to a quarterly Care Leavers Trust Board • The GM Covenant and Guarantee launch 	<ul style="list-style-type: none"> • Implementation of care leavers offer • Roll out of implementation • Marketing strategy developed and implemented
		Independent evaluation completed. Final report and recommendations assessed by DCS'. Pending decision to proceed and funding agreement, a procurement exercise will take place in January 2019.	Initial scoping report to identify best practice underway		
2.7 Embed early intervention and preventative services in place based teams across GM		Early Intervention & Prevention Strategy revisited by GM Children's Programme, to establish ways of embedding core elements / principles within wider place based delivery model	Children's plan developed	<ul style="list-style-type: none"> • Continued investment of Troubled Families funding to support early intervention in place based teams • Elements of NEET Strategic plans will be taken forward by ESF and Princes Trust provision • Undertake review of data visualisation pilot, next steps and data life cycle management in this area 	<ul style="list-style-type: none"> • Continued investment of Troubled Families funding. Established a community of practice around early intervention prevention as part of GM children's programme • Elements of NEET strategic plans will be taken forward by ESF and Princes Trust provision • Subject to review, next steps for data visualisation pilot identified
		GM NEET strategic action plan agreed	Scoping work with all LAs undertaken, action plans developed		
		Data Visualisation pilot for complex families completed and evaluation produced. Additional baselining with all GM Districts completed. Pending approval to proceed and funding agreement, procurement to begin Jan 2019, with view to rolling out GM wide solution.	Bury pilot underway, Wigan pilot deprioritised by LA.		
2.8 Develop a targeted offer for young people who require the support of multiple services, ensuring that all individuals are supported to achieve their potential, including those at risk of NEET, NEET and those hidden young people		BridgeGM extended to ensure reach to all GM schools & colleges; with a view for targeted careers support for disadvantaged young people.	A Youth Combined Authority led Curriculum for Life offer available on the portal Align investments from ESF, Princes Trust and Careers and Enterprise Company under Bridge GM to help target young people in schools and colleges Enhance the universal careers offer in Careers Hub Schools/Colleges to become more targeted	<ul style="list-style-type: none"> • Delivery of targeted implementation work for vulnerable young people through ESF, Princes Trust and Bridge GM • Careers and Participation working group to develop an approach to 18+ and tracking • Design flexible apprenticeship approach for learners with learning difficulties or disabilities with key partners for a pilot cohort across GM • UCAS style system ITT completed May 2019; first MPV Sep 2019 • Continued joint working with JCP to ensure ongoing alignment with provision • ESF Big Lottery delivery continuing Motiv8 programme. 	<ul style="list-style-type: none"> • Enhance the Curriculum for Life work into pilot education establishments • Implement agreed flexible apprenticeship approach • Continued development of the UCAS Style Portal over a phased period of three years • Continued joint working with JCP to ensure ongoing alignment with provision • ESF Big Lottery delivery continuing Motiv8 programme. • Hidden Talent project delivery ongoing.
		Education & Employability Board focus on disadvantaged young people and approach to share best practice & raise attainment in schools.	Milestone update provided at 2.2. Milestone complete – Activity of Education & Employability Board continues under 2.2		
		Deliver targeted support for flexible apprenticeships for learners with learning difficulties or disabilities.	Due to funding restrictions delivery has been delayed. Funding now identified to support this programme of work over next 6 months		

		Designed and developed Careers Portal, for UCAS style system across GM.	Initial project management and technical requirements developed.	<ul style="list-style-type: none"> Hidden Talent project delivery underway. 	
		Continued joint working with JCP to develop Youth Obligation offer	Change in national policy, JCP Youth Obligation offer not live.		
		Secure Big Lottery funding and suitable GM match funding to deliver developed target offer	ESF Big Lottery delivery continuing – Motiv8 programme. Funding agreed from GMCA and Lottery to co-fund GMCVO 2 year Hidden Talent project		
		Work with LAs to finalise a collaborative action plan as part of the GM NEET action plan development	18+ targeted as a priority and working group established		



Context and challenges

- Since the October 2018 performance report, updated data have become available on the majority of measures under this priority, with the exception of median earnings (note that the dashboard needs updating with the new data for the Level 4+, sub-Level 2 and Level 3 qualification measures, which have recently become available, but the headline messages are reported here). There has been a further, welcome increase in the proportion of GM working-age residents with higher level (Level 4+) qualifications, although the proportion with Level 3 qualifications decreased slightly. The proportion of working-age residents with lower level skills (sub-Level 2, i.e. below what is regarded as the functional level for entry into the labour market) also increased, albeit marginally. Performance on both Level 4+ and sub-Level 2 qualifications is slightly behind target trajectories, and we have a lower proportion of Level 4+ and a higher proportion of sub-Level 2 qualifications compared to the national average. However, our proportion of Level 3 qualifications is higher than that for England as a whole, providing an opportunity for skills progression to impact positively on Level 4+ acquisition.
- Apprenticeship starts in GM have declined further, with a drop of 21% in the 2017/18 data compared to the previous year. The reduction at national level was even more significant (down 24%), and reflects employer uncertainty around implementation of the apprenticeship levy. More positively, GM starts for higher and degree-level apprenticeships increased by 6% between 2016/17 and 2017/18. Data for the first 6 months of 2018/19 show a relative turn around in GM's achievement rate, which was at 90% of the rate for the first 6 months in the previous year, considerably above the national position of 56%. An apprenticeship action plan seeks to increase both quality and volumes, and includes current delivery of an SME apprenticeship programme and sector-specific collaborative programmes.
- There was positive change in the unemployment rate, with a further decrease over the last year. Although the proportion of people claiming unemployment benefit in GM increased, this is likely to be driven by the broader span of claimants that are required to look for work as universal credit is rolled-out, rather than reflecting poorer performance. The GMS Implementation Plan highlights work to develop a GM Welfare Reform Action Plan, intended to support job progression and address low pay.
- More broadly, activity to improve skills levels across GM continues, particularly to address identified skills gaps and shortages in 'technical' roles (Level 3 and 4). We need to address skills deficits in key sectors such as construction, digital and hospitality, along with some public service areas such as nursing and adult social care. GM will take responsibility for commissioning Adult Education Budget (AEB) provision for the 2019-20 academic year, providing the opportunity to target development of the skills required by local employers and key sectors, and to ensure that adults have the core skills they need to progress in learning and work. Over time, this will also be supported by further improvements in 'school readiness' and subsequent attainment in compulsory education. Activity under the GM Local Industrial Strategy will prioritise skills development, as part of a wider package to increase productivity levels in the city region.

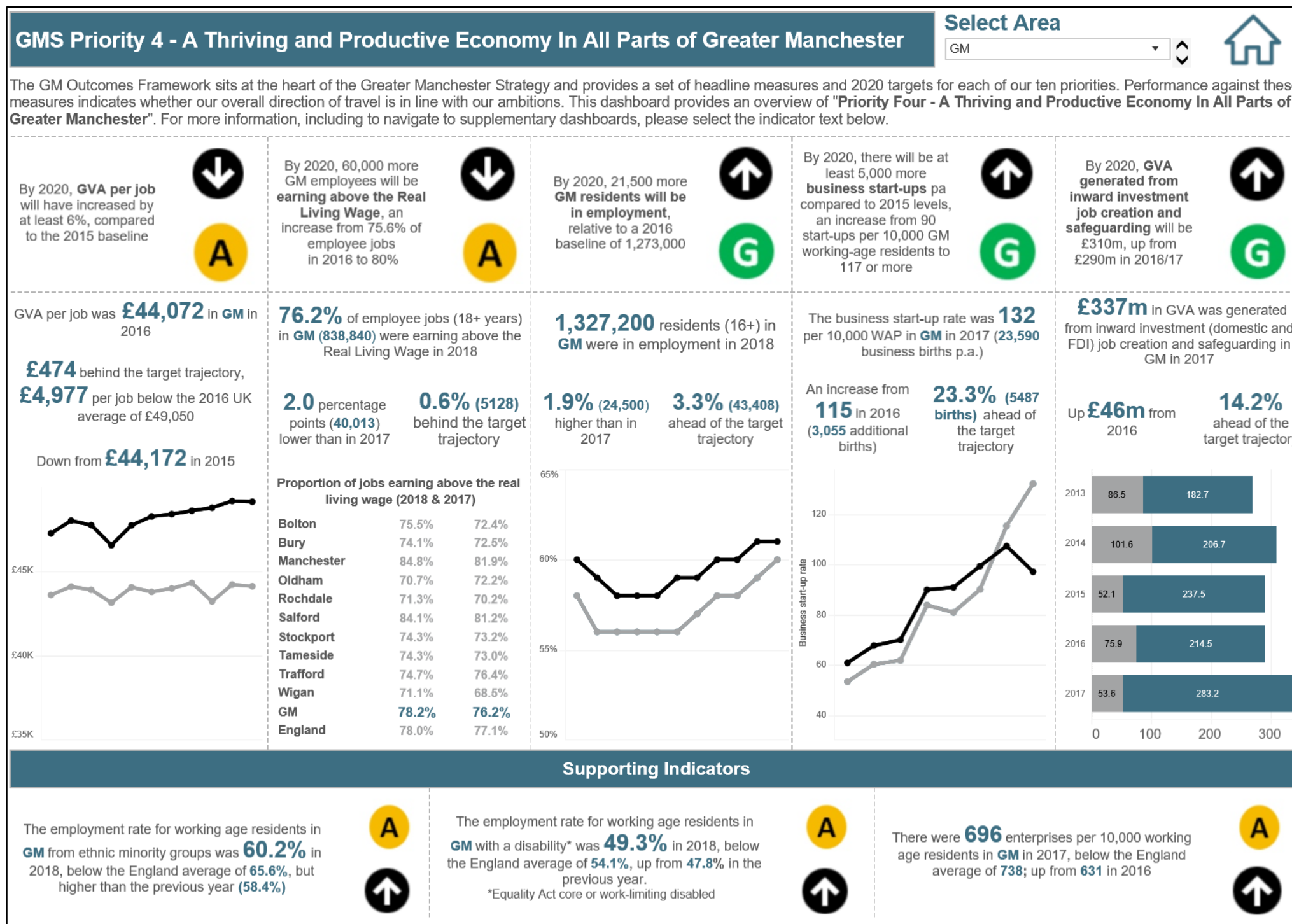
Priority 3 (Good jobs, with opportunities for people to progress and develop)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
3.1 Ensure quality jobs, quality provision and career progression are embedded as core outcomes of all skills and work contracts		Finalised funding rules, performance measures and contractual T&Cs / grant funding agreements, ready for AEB contract award in Apr 2019	Draft version circulated for comment	<ul style="list-style-type: none"> Finalised version of AEB agreements launched for provision to begin Aug 2019 Scoping work completed for development of new contract and performance monitoring system Continued delivery of Work & Health programme and ongoing assessment of performance of GM RLW Vs national performance of NLW 	<ul style="list-style-type: none"> Dependent on outcome of scoping exercise of new contract and performance monitoring system, development of new system Continued delivery of Work & Health programme and ongoing assessment of performance of GM RLW Vs national performance of NLW
		GM-wide outcomes tracking tool / approach considered as part of impact measurement.	Contract outcome tracker developed. Data regularly shared with districts.		
		Undertaken early impact evaluation of using a Real Living Wage outcome for Work & Health Programme	Referral numbers into programme fewer than anticipated, therefore due to small number of outcomes achieved to date, unable to evaluate effectively		
		Work & Health information governance support and arrangements finalised and implemented	IG support and arrangements agreed and in place. Milestone complete		
3.2 Deliver a transformational digital skills programme		Digital Talent pipeline programme contracts awarded (Nov 2018), programme delivery begins and launch event / school activity Jan 2019	Digital talent pipeline programme contracts awarded, launch and delivery underway Jan 2019. Activity now rolling out in schools with recruitment of businesses and schools to participate in Go Digital & Digital Futures.	<ul style="list-style-type: none"> Delivery of Digital Talent Pipeline programme to schools and engagement of businesses ongoing. Performance will be included in this report going forward as delivery ramps up. DCMS digital skills funding round 1 application process and contracts awarded, delivery commences Sep 2019 Ongoing promotion to partners and delivery through gm digital skills programmes. 	<ul style="list-style-type: none"> Delivery of Digital Talent Pipeline programme to schools and engagement of businesses ongoing. Performance will be included in this report going forward as delivery ramps up. DCMS digital skills funding round 2 application process and contracts awarded, delivery commences Jan 2020 Ongoing promotion to partners and delivery through gm digital skills programmes.
		Project co-ordinator recruited for digital skills programme and iDEA roll out	Lloyds Bank seconded a member of staff to drive forward digital skills programme for 10 month, which delivered several successes. Secondment finished end of March 2018. Milestone next steps included at 2.2		
		Roll out of iDEA across GMCA and support development of partner plans to promote within key target groups	As above – milestone complete		
		Held workshops with Districts to review findings and develop delivery model	Secured funding from DCMS to deliver a £3m digital skills pilot. This will bring together employers and training providers to co-design bespoke short digital skills training courses. Business case signed off by HMT & DCMS – GMCA will receive money imminently via a section 31 grant. Stakeholder engagement undertaken to design the delivery model, which will continue over next quarter.		
		Began delivery of projects	Roll out of Inspiring Digital Enterprise Award. Wigan, Tameside, Stockport and Bury have rolled out iDEA and the remaining 6 localities have now committed to. To maximise the use of resource iDEA will be embedded as an integral element of Get		

			GM Digital and the Digital Talent Pipeline Programme. Will also continue to promote with wider stakeholders.		
3.3 Work with the business community to increase investment in workforce development and inclusive recruitment , including the roll out of the GM Employer Charter		Programme of disability confident events held across GM	2 Disability Confident events held in Manchester and Bury (December 18 and March 19) 132 JCP/ Community Events held between October 18 and March 19 to promote WWWHP to potential participants.	<ul style="list-style-type: none"> Disability Confident Events planned for Stockport and Tameside in July 19. Good Employment Charter supporters tier launched and initial piloting of membership underway Subject to Gov funding, and organisational capacity development of roll out plan for Timewise in GMCA. Continued promotion of This is Me to GM businesses. 	<ul style="list-style-type: none"> Further dates Disability Confident Events TBC Full roll out of membership tier of GM Good Employment Charter Roll out of Timewise. Continued promotion of This is Me to GM businesses.
		Second public consultation of Good Employment Charter delivered, then further development of final Charter for approval and roll out	Consultation delivered, final charter developed and agreed by GMCA in Mar 2019.		
		Timewise proposal developed and This is Me programme rolled out	Timewise early conversations have taken place for roll out in GMCA, reliant on Gov funding as yet unconfirmed. This is Me, mental health in workplace – rolled out in GMCA.		
3.4 Increase the scale, quality and accessibility of adult skills provision , including apprenticeships	Positive work ongoing, however scale of challenge means full change in overall profile will not be achieved by 2020	Orders adopted into law and MoU finalised for AEB	Orders adopted and MoU finalised – milestone complete	<ul style="list-style-type: none"> AEB Contract negotiation and awarded, to go live August 2019 Final stages of Managing Authority appraisal completed for remaining ESF allocation. Tender activity designed with partners. ITT launched for priority 2. ESF CFO application developed for remaining priority 1. Ongoing negotiations seeking to secure additional ESF through proposed Reserve Fund Designed and developed higher level digital skills programme with partners SME Apprenticeship programme being delivered, ongoing monitoring with districts Further collaboration across localities for a range of apprenticeship standards. Levy matchmaking service launched. Further work to develop consistent terms and conditions for apprentices across the public sector Ongoing monitoring of uptake of Apprentice Transport offer 	<ul style="list-style-type: none"> AEB contract delivery and ongoing monitoring Managing Authority appraisal contract to go live for remaining ESF allocation Ongoing negotiations seeking to secure additional ESF through proposed Reserve Fund Higher level digital skills programme live SME Apprenticeship programme being delivered, ongoing monitoring with districts Levy transfers underway to primary care sector. Ongoing and new collaborations developed. Clear progression routes and guaranteed interviews for public sector apprentices, pilot project in each locality Ongoing monitoring of uptake of Apprentice Transport offer
		AEB commissioning to be at advanced stage, ahead of contract award for procured providers.	Final stages of procured activity completed		
		AEB commissioned and new provision in place (Aug 19)			
		Agreed plans to commit remaining ESF allocation. Ensured GM allocation fully committed (by Sep 2019)	Co-financing plan which was submitted to Managing Authority approved		
		Explored options to secure additional ESF through proposed Reserve Fund (by Summer 2019)	GMCA have worked with Managing Authority to influence how reserve fund rolls out in an area		
		Developed higher level digital skills proposal.	DCMS funding identified for GM		
		Launched SME Apprenticeship programme.	Programme launched		
		Increased collaboration on pan-GM apprenticeship programmes; agreed 25% transfer mechanism; held National Apprenticeship Week event celebrating public sector apprentices.	Several collaborative programmes now underway including apprenticeships for Social Workers, and Revenues and Benefits Officers. A Levy Transfer Matchmaking Service is in development. Event held during NAW celebrating apprentices from across the public sector		
		Developed vision and implementation plan for HSC sector apprenticeships.	Strategy developed and working through Governance for final sign off		
Re-launched GM Apprentice Transport Offer.	Enhanced Transport Offer implemented November 2018				

3.5 Develop and implement a world class jobs and progression service with Jobcentre Plus		Business case, plan and evaluation approach developed and location(s) agreed for in-work progression test and learn trial	Developed business case, plan, evaluation approach and 2 locations agreed, currently awaiting DWP sign off prior to implementation	<ul style="list-style-type: none"> Implementation underway for in-work progression test and learn trial in 2 pilot areas (Ashton Hub and Manchester Employers Suite) 	<ul style="list-style-type: none"> In-work progression test and learn trial delivery continues, ongoing assessment of progress
		Worked with Jobcentre Plus and partners to identify opportunities presented through UC roll out and migration to support clients into jobs and progress in work, and agreed focus of early activity for joint working	Agreed focus on in work progression pilot is on UC claimants, therefore this action now incorporated into milestone above. Milestone complete		
3.6 Support people into and to progress in work through the Working Well system		Continue to exceed job start targets for Working Well	3562 job starts against 3434 target for WW pilot and expansion programmes	<ul style="list-style-type: none"> Continue to exceed job start targets, increased focus on sustained jobs outcomes . Publish 5th WW Annual Report Continued delivery of W&H Programme and drive performance improvements Individuals and businesses supported through Early Help Programme in line with delivery programme profile Procurement delivered of GM Specialist Employment Support for people with learning disabilities, mental illness and autism Ongoing delivery and assessment of progress on integrated delivery of embedded sport & physical activity 	<ul style="list-style-type: none"> Continue to exceed job start targets, increased focus on sustained jobs outcomes Continued delivery of W&H Programme and drive performance improvements Ongoing delivery of Early Help programme against agreed delivery profile Contract awarded for GM Specialist Employment Support and delivery underway Ongoing delivery and assessment of progress on integrated delivery of embedded sport & physical activity
		Work with the provider and Jobcentre Plus to improve programme starts and re-profile the starts and earnings outcomes for W&H programme	W&H programme referrals are improving at 75% of expectation (rising from 67% in January) and start rates are now at 98% of target expectation. Earnings outcomes are now at 87% of target, slightly ahead of national contract performance of 86%, despite a later programme start in GM.		
		Early Help programme implemented ready for the start date of early March 2019	Successfully launched in March 2019		
		Should funding be confirmed, commence the commissioning and procurement of a GM Specialist Employment Service for people with learning disabilities, people with severe mental illness and autistic people	Funding secured from GM family and ESF, programme design now underway		
		Develop pathways for embedding sport and physical activity between Local Delivery Pilots and Working Well	WW providers are working in partnership with Greater Sport		
3.7 Develop a GM approach to managing welfare reform that delivers job progression and addresses low pay	Good progress is being made and approaches developed, however further work in this area will be required beyond 2020	Subject to CA agreement, further development of Welfare Reform action plan and commence delivery. Finalise priorities in Welfare Reform action plan, subject to CA agreement, and agree process for management and updating of the plan. Key lines of enquiry established to test new service offers and initial pilots agreed	Welfare Reform action plan developed. Programme board established, Project leads in post, activity underway. Asks of Gov developed and incorporated into LIS and Public Service White Paper	<ul style="list-style-type: none"> Continued delivery of GM reform action plan. Submission of Spending Review proposal Welfare Reform Dashboard available online via Tableau, accessible to a wider audience. Subject to Gov approval, utilise skills pilot funding to support self employed people claiming UC CAB Funding comes on stream for universal support April 19. Delivery underway 	<ul style="list-style-type: none"> Subject to outcome of SR, develop appropriate next steps CAB Funding ceases Mar 2020. Gathering evidence of effectiveness to influence any successor programme
		Continued development of welfare reform dashboard as new data and intelligence becomes available.	Dashboard developed, provided to districts, partners and scrutiny committee quarterly.		
		Use in-work progression trial to understand how UC in-work allowances have and will affect the employment activities of claimants	Milestone update and future activity as above at 3.5 Milestone complete		
		Work with local providers of business start-up support to gather evidence of impact of UC self-employment rules, and agree actions for the GM Welfare Reform Action Plan	Incorporated into overall action plan and ask of Gov		

		Evidence review of in-work allowances for UC claimants completed (Jan 2019), interim mapping of the evidence due Oct 2018			
		Work with CAB to agree a GM approach to Universal Support	Funding now awarded by Gov to CAB. Local joint working underway to ensure effective GM approach developed and delivered. Common minimum offer agreed and in place across GM, with local flexibility, being coordinated by GMCA and GM partners		



Context and challenges

- Updated data are reported for the majority of the Priority 4 measures, with the exception of GVA per job and GVA generated from inward investment.
- The proportion of employee jobs in GM earning above the Real Living Wage (RLW) reduced by two percentage points between 2017 and 2018; this mirrored a decline in the national average, albeit by a smaller margin, and may be linked to wider business uncertainty and a lag in responding to the April 2018 RLW increase. The overall employment rate for the year to September 2018, and that for ethnic minority groups and residents with a disability, increased in comparison to the rate for the previous year. The gap of 1.0 percentage points between the GM overall employment rate and the England average was the lowest for more than a decade; however, there was a much more significant gap (around five percentage points) between the employment rates for ethnic minorities and disabled people in GM and the national data.
- Good performance against the majority of the headline targets largely reflects the conservative nature of these targets, which were developed in 2017 and align with the cautious forecasts outlined in the 2017 Greater Manchester Forecasting Model (GMFM) in light of Brexit uncertainty. To date, the GM economy has proved more resilient than anticipated, although Brexit could have a significant dampening effect moving forward – government forecasts suggest that GDP in the North West will be between 2.5% and 12% lower over the next 15 years, depending on the nature of the trade deal we agree with the EU. The GM Chamber of Commerce Quarterly Economic Survey for the first quarter of 2019 demonstrated the impact of Brexit uncertainty, showing that business activity had dipped for the first time since a slow recovery in the aftermath of the EU referendum. The productivity gap between GM and the national picture is significant and enduring, and is highlighted in the February 2019 GM Independent Prosperity Review; the forthcoming GM Local Industrial Strategy will draw on this evidence base to set out a series of long-term policy priorities that will improve productivity and drive forward prosperity across the city-region.

Priority 4 (A thriving and productive economy in all parts of Greater Manchester)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
4.1 Provide support to GM businesses to enable them to be adaptable and resilient as the UK exits the EU – tackling issues of access to markets, access to labour and risk mitigation	Brexit uncertainties and delays in LIS agreement with Gov impacting on ability to achieve overall ambition by 2020	Completed development of sector strategies in consultation with industry and other sector experts. Strategies to form a core part of GM LIS.	Sector strategy developed subsumed into LIS development. LIS now providing level of strategic direction for foundation and frontier sectors. Milestone complete	<ul style="list-style-type: none"> LIS Launch & publication May 2019. Agree implementation plan with Gov, delivery underway. 	<ul style="list-style-type: none"> Delivery of LIS implementation plan
		Launched GM Independent Prosperity Review findings.	Launched Feb & Mar 2019. IPR informed development of LIS. Milestone complete		
		LIS published (Mar 2019)	LIS developed and in final stages on negotiations with Gov.		
4.2 Deliver an integrated approach to strengthening our international position (visitors, events, students, direct air connections), working via the Northern Powerhouse where it adds value	Uncertainty around outcome and impact of Brexit may impact ability to achieve ambition by 2020	Refine actions in GM Internationalisation Strategy where directly impacted by Brexit process outcomes	Review of Internationalisation Strategy undertaken to understand Brexit impacts and changes in delivery priorities.	<ul style="list-style-type: none"> Updated Internationalisation Strategy published and delivery underway Further development of peer to peer programme, deepening of relationships with Barcelona, Tianjin, Rotterdam, Oslo. Explore opportunities with key cities in India and USA. 	<ul style="list-style-type: none"> Delivery of Internationalisation Strategy Agreements in place with at least 2 peer cities, detailed conversations ongoing with other cities, and detailed forward plan from 2020.
		Agreed final international peer to peer city plan, working with Growth Company and relevant partners	Peer to peer city work underway, initial engagement with Barcelona, Tianjin, Rotterdam, Oslo		

4.3 Grow our Trade with, and Investment from, the rest of the world by working with mid-sized companies to: identify projects early; develop direct access to overseas markets; bring buyers to GM; and put products/services on digital platforms	Uncertainty around outcome and impact of Brexit may impact ability to achieve ambition by 2020	GM Trade & Investment Plan to be finalised and adopted in line with GM Internationalisation Strategy working with NP Partners and DIT	Baseline report on Trade & Investment Plan has been commissioned, due to report April 2019.	<ul style="list-style-type: none"> Work delivered to set out North's strength and market focus, which will shape discussions with DIT going forward 	<ul style="list-style-type: none"> Next steps and delivery determined, and underway
4.4 Deliver GM Industrial Digitalisation pilot; and communicating and market a headline digital story		Commenced programme delivery for Made Smarter. Programme will run for 30 months with an evaluation at 18 months.	Made Smarter under contract, soft launch delivered Nov 2018, full launch Jan 2019. Delivery underway, ongoing evaluation in place	<ul style="list-style-type: none"> Delivery of programme and ongoing evaluation Refreshed GM Digital Strategy to be agreed by Digital Steering Group, and launched at MIF 2019 	<ul style="list-style-type: none"> Delivery of programme and ongoing evaluation Delivery of GM Digital Strategy priorities
		Completed development of digital story for resident & business audiences and disseminate. Planned, targeted and proactive communications of digital story to key audiences, using Digital Grid.	Drafted digital story as part of wider GM Digital Strategy refresh.		
4.5 Deliver a Productivity and Inclusive Growth Programme to support all parts of GM to realise growth opportunities		Continued delivery of Productivity & Inclusive Growth Programme, and monitoring of outputs.	GM Business Productivity and Inclusive Growth funding fully in place and activity underway.	<ul style="list-style-type: none"> Continue to deliver Productivity & Inclusive Growth Programme to profile ERDF remaining £50M call closed, applications assessed, full applications invited GM Social Enterprise network undertaking further research and engagement work to develop action plan to deliver strategy 	<ul style="list-style-type: none"> Continue to deliver Productivity & Inclusive Growth programme to profile ERDF full applications assessed and contracts awarded Launch of Social Enterprise Strategy delivery plan
		Full ERDF applications contracted by Mar 2019.	Contracting complete, projects underway		
		Social Enterprise Summit held and strategy launched (Nov 2018)	Summit held Nov 2018, c300 attendees. Vision document launched by Mayor		
4.6 Develop a programme of enhanced support to companies to develop their Leadership and Management via business mentoring		60 new volunteer mentors added to GM bank, providing support to SME growth. 120 mentees matched with mentors to support business growth.	72 new mentors added into the GM bank providing support to SME Growth, 127 mentees matched with mentors to support growth	<ul style="list-style-type: none"> 60 new volunteer mentors added to the GM bank, providing support to SME growth, 100 mentees matched with mentors to support business growth 	<ul style="list-style-type: none"> 80 new volunteer mentors added to the GM bank, providing support to SME growth, 120 mentees matched with mentors to support business growth
		Made Smarter programme will also deliver leadership & management development	Made Smarter under contract, soft launch delivered Nov 2018, full launch Jan 2019. Delivery underway, ongoing evaluation in place		
4.7 Invest in our science and innovation assets and drive commercial opportunities, particularly around health innovation, digital and advanced materials		Innovation Board meeting 25 Oct to set priorities	Innovation Board now meeting regularly, reviewing priorities in light of LIS development and publication	<ul style="list-style-type: none"> Identify innovation priorities in LIS which Board should have responsibility for driving Process in place 18/19 with continuous process improvement and feeding of opportunities to meet GM priorities via IPMC. Establishment of Research & Education Committee (sub-committee of HInM Board). Research Domains to include all HEIs with a clear work programme aligned to GM needs. 	<ul style="list-style-type: none"> Delivery of Innovation Board and programme Process further enhanced from feedback from wider system and embedded in business as usual with scheduled review process. Incorporation of work programme from Research Domains into portfolio assurance and performance management processes to enable accelerated translation to adoption and spread. Complete and award funding of co-sponsorship Innovation call.
		Subject to Strength in Places feasibility submission outcome; worked with partners to develop and submit full funding bid	Strength in Places bid unsuccessful, further work underway to identify funding to deliver Pankhurst Centre		
		Refining of process and potential products and opportunities for GM with feed through to IPMC	Process embedded in practice with 119 new opportunities fed through to IPMC resulting in 10 Project assessment Forms (PAFs) for approval		

				<ul style="list-style-type: none"> Introduce funding co-sponsorship with large Industry partners to launch an Innovation Call (Sept) 	
4.8 Develop a GM approach to public procurement and the use of public sector assets to grow market opportunities		Draft GM Open Data strategy developed	Analysis of data flows across GM undertaken. Procurement of unified architecture underway to improve flows and access in key area. Wider review of data lifecycle management in GMCA in progress. Geographic datasets being published via Mapping GM and work underway in TfGM on data strategy. GM Active committing to opening Leisure Data.	Approach to leveraging public data to stimulate market opportunities agreed.	Proposed approach to leveraging public data to stimulate market opportunities enacted.
4.9 Support growth in the regional centre, town centres, and strategic employment sites		Consultation undertaken on revised draft GMSF	Completed in March 2019	<ul style="list-style-type: none"> Analysis of GMSF consultation responses and development of revised draft Respond to outcome of Future High Street Bids. Establish Board for Stockport Mayoral Development Corporation to oversee agreed work programme. 	<ul style="list-style-type: none"> Revised draft GMSF consultation to be delivered Round 1 Town Centre Challenge projects developed, with implementation underway. Stockport Mayoral Development Corporation delivery underway.
		Town Centre Challenge progress reported to GMCA, appropriate next steps identified.	Progress reported to GMCA. Submitted GMCA endorsed future high street fund bids for all 10 districts. Approved designation of Mayoral Development Corporation in Stockport.		

Priority Five - World-class connectivity that keeps Greater Manchester moving

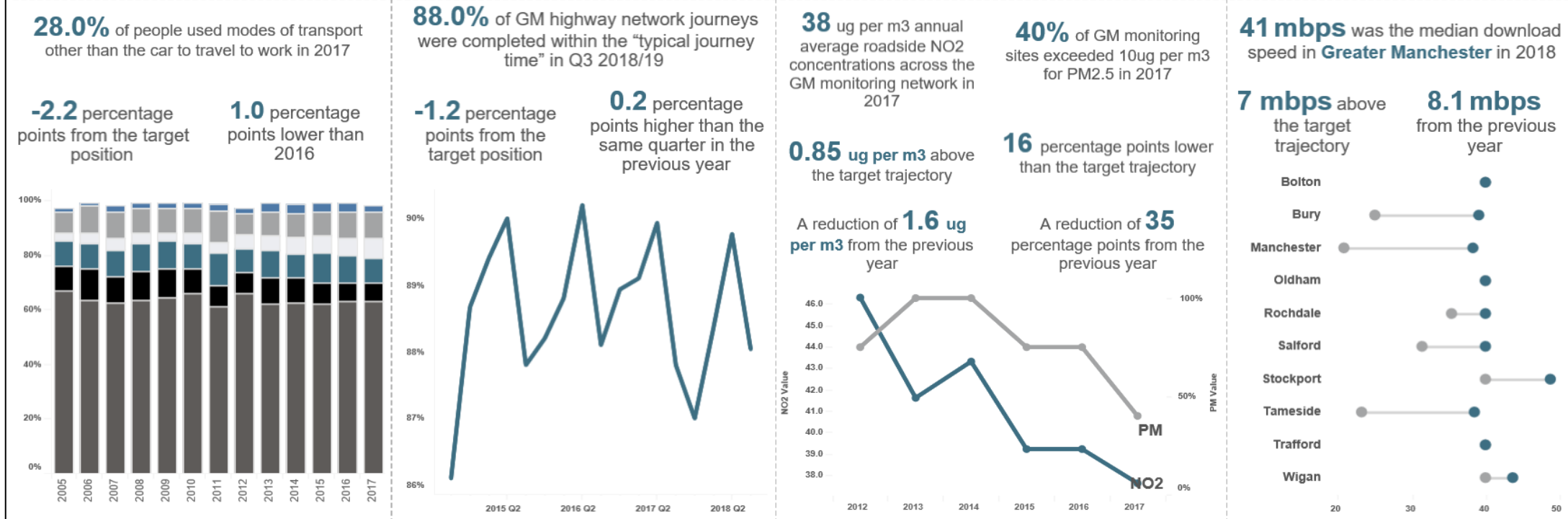
Select Area

Greater Manchester



The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Five - World-class connectivity that keeps Greater Manchester moving". For more information, including to navigate to supplementary dashboards, please select the indicator text below. Transport indicators are currently only available for GM.

<p>By 2020, the proportion of journeys to work by modes other than the car will have reached 32%, up from 29% in 2015</p> <p>↓ A</p>	<p>By 2020, 90% of journeys by road during the morning peak period will be completed within the typical journey time, up from 88.5% in March 2017</p> <p>↑ A</p>	<p>By 2020, annual average roadside NO2 concentrations across the GM monitoring network will be below 30ug per m3, down from 39ug per m3 in 2016.</p> <p>A ↑</p> <p>By 2020, no GM monitoring sites will exceed 10ug per m3 for PM2.5, down from 75% (3 out of 4 sites)</p> <p>A ↑</p>	<p>By 2020, the median download speed across fibre, cable, mobile and wireless will exceed 44 Mbps, compared to a 2016 baseline of 23 Mbps</p> <p>↑ G</p>
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Supporting indicators

<p>38.7% of all GM journeys were made by walking, cycling or public transport between 2015-17</p> <p>↓</p> <p>0.5 percentage points lower than 2014-16</p> <p>A</p>	<p>82.7% of GM residents had Level 4 or above accessibility to the public transport network at peak times, as of February 2019</p> <p>↑</p> <p>0.7 percentage points higher than 2018</p> <p>G</p>	<p>55.3% of short journeys (under 2km) in GM were completed by walking or by cycling in 2015-17</p> <p>↓</p> <p>1.0 percentage point lower than 2014-16</p> <p>A</p>	<p>78% of GM residents had all five basic digital skills in November 2016</p> <p>↑</p> <p>2 percentage points higher than November 2014</p> <p>-1 percentage points from the UK average</p> <p>A</p>
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Context and challenges

- Four measures have been updated for the current Performance Report: the proportion of journeys to work by modes other than the car; journeys by road completed within the typical journey time; Level 4 accessibility to the public transport network; and the median download speed across fibre, cable, mobile and wireless. The updated transport data confirm GM's current focus on active travel: new (albeit lagging) data on the proportion of people using modes of transport other than the car show a one percentage point reduction compared to the previous year, although more current data on the proportion of journeys by road during the morning peak period that were completed within the 'typical journey time' increased slightly. Also encouragingly, the accessibility of the public transport network to GM residents at peak times increased, which should help to persuade people out of their cars and onto the bus, Metrolink or train. The GMS Implementation Plan prioritises integration across the public transport network and delivery of the GM Congestion Plan, with significant capital investment supporting new and renewed transport infrastructure. A major investment programme for cycling and walking is being implemented, driven by the GM Cycling and Walking Commissioner's *Made to Move* strategy, and incorporating the Mayor's Cycling and Walking Challenge Fund.
- The business case for the GM Clean Air Plan is currently being finalised, to be followed by a period of public consultation and consequent development of schemes, including significant expansion of the GM Electric Vehicle Charging Infrastructure. New data were not available on either of the air quality measures, but better intelligence will be forthcoming as the monitor network is upgraded and extended across GM. Note that although the methodology for RAG-rating indicators against targets allocated a green rating for the PM2.5 measure, this has been revised to amber, given the well-documented air quality challenges facing the city-region.
- There has been further, significant improvement in the median download speed across fibre, cable, mobile and wireless, and some reduction in the variance across GM seen in last year's data. A programme to fund full-fibre connectivity to businesses and homes across GM is currently in procurement, and is critical to establishing the kind of data-intensive activities that are necessary for a truly world-leading digital city-region. The full-fibre programme is a central pillar of the GM Digital Strategy, which also prioritises development of an all-age place-based digital inclusion programme.

Priority 5 (World-class connectivity that keeps Greater Manchester moving)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
5.1 Deliver transformed digital infrastructure across GM	Good progress is being made but the delivery timescale to achieve transformed digital infrastructure goes beyond 2020	Procured Local Authority and CCG Full Fibre Programme for GM	Full fibre programme out to tender	<ul style="list-style-type: none"> Full fibre programme procurement complete and initial delivery underway 5G study completed, reviewed with key stakeholders. Forward approach agreed. Cyber innovation centre operator awarded Dates for future cohorts of GCHQ Engineering Accelerator Programme agreed Delivery of Cyber Foundry continues to 2023 	<ul style="list-style-type: none"> Full fibre programme continued delivery In partnership with commercial organisations, and local strategies implementation of free town centre Wifi in context of 5G and full fibre accelerated GCHQ Manchester open Delivery of GCHQ Engineering Accelerator programme to new cohorts
		Agreed the approach to establishing free town centre WiFi in context of 5G and Full Fibre. Prospectus completed in support of Full Fibre procurement process.	Study commissioned on 5G, street furniture asset utilisation and wifi, report due in May 2019		
		Market engagement framework to be prepared following unsuccessful Connected Cities bid.	Activity merged with above – support for 5G implementation being provided.		
		Cyber Innovation Centre Operator Tender completed and opening date agreed.	GCHQ centre in Manchester progressing well. Cyber innovation centre will follow.		
		GCHQ Engineering Accelerator Programme pilot companies cohort completed.	Pilot completed successfully and beyond initial expectations		
		Cyber Foundry delivery in progress.	Four HEIs collaborated to deliver pilot cohort successfully, progressing well		
5.2 Establish a new GM Transport Fund , enabling Transport Strategy Delivery Plan informing and aligned with GM Spatial Framework	GM continue to engage with government to identify requisite long term funding for infrastructure including TF2 in accordance with National Infrastructure Commission recommendations. These discussions will continue through LIS and SR processes.	Established clear working mechanism with HMT and DfT	Worked closely with Gov to develop LIS and established Joint Infrastructure Forum. Gov engagement strategy in development.	<ul style="list-style-type: none"> Progress dialogue with Gov on GM Transport Fund, aligned to GMSF and wider 2040 Strategy and 2040 Delivery plan. Develop stronger working relationships with Gov aligned to Government Engagement Strategy. Progress delivery of existing transport capital programme Prepare final Delivery Plan (2020-2025) and publish in conjunction with the next public consultation on the GMSF in Autumn 2019. 	<ul style="list-style-type: none"> Funding statement agreed between Government and GM on HS2 Stations ahead of Phase 2 Hybrid Bill in 2020. Joint statement with Gov on the infrastructure funding for the first five years of the GMSF to support the EiP in 2020. Opening of Trafford Park Line. Progression of Interchanges schemes. Support next GMSF consultation and consider the need to produce a supplementary document or addendum to the Delivery Plan following the outcome of the GMSF consultation.
		Continue to progress delivery of existing transport capital programme	Good progress is being maintained on delivery of TfGM capital schemes, in line with schedule, including Trafford Park Line, Tameside (Ashton), Stockport. Wigan Interchange now open.		
		Consultation completed on investment priorities and published final Delivery Plan by March 2019	Draft 2040 Delivery Plan issued alongside GSMF with listening exercise now closed. Comments to be reviewed alongside the GMSF consultation responses to refine delivery plan draft		
5.3 Confirm a long term investment plan with TfN and Government to establish GM at heart of future HS2 and Northern Powerhouse Rail (NPR) networks	Ongoing dialogue with both DfT and TfN regarding the GM requirements for both HS2 and NPR. Hybrid bill now to be deposited in 2020.	Final NPR Strategic Outline Business Case by end 2018	SOBC for NPR submitted to Gov with positive feedback received on submission	<ul style="list-style-type: none"> Secretary of State has agreed SOBC enabling Sequence 4 to progress Progress discussions with Gov on the right solution for GM for Manchester Piccadilly. Further discussion at TfN Board in June. Progress GM preferred plans for Metrolink / Gateway House. Appointment of Parliamentary agents for bill process 	<ul style="list-style-type: none"> Sequence 4 to progress with a view selecting a single concept option Piccadilly plans to be considered pending the outcome of national and pan northern decision making processes Agreement with Government on funding package for Manchester Airport HS2/NPR station. Model to be developed when infrastructure requirements
		Completed Piccadilly solutions case making	Ongoing dialogue with Gov to find the right solution for Manchester Piccadilly for an integrated NPR/HS2 station solution		
		Completed agreement on key “red line” elements at Piccadilly (inc. Metrolink and Gateway House)	Ongoing dialogue with Gov in support of the GMCA HS2 Growth Strategy. Indications from Gov that they are supportive of Metrolink under Piccadilly station however further work required to support options for Gateway House		

		Progressed model for funding at Airport Station	Limited progress made on solution for funding of airport station. Dialogue ongoing	<ul style="list-style-type: none"> Agreement with Government on funding package for Manchester Airport HS2/NPR station. 	understood and agreed with MCC, DfT
		Agreed initial development model for Growth Strategy with DfT/CLG	Model to be developed when infrastructure requirements understood and agreed with MCC, DfT	<ul style="list-style-type: none"> Model to be developed when infrastructure requirements understood and agreed with MCC, DfT 	
5.4 Progress closer integration of public transport network, primarily through the powers afforded by the bus reform legislation and phased implementation of Smart ticketing		Finalise the Assessment and seek approval by GMCA to have the Assessment 'audited' in accordance with the Bus Services Act and guidance	Work continues to progress the assessment of a proposed franchising scheme as requested by the GMCA	<ul style="list-style-type: none"> Progress with the assessment of a proposed bus franchising scheme and next steps Implement contactless across the Metrolink network. 	<ul style="list-style-type: none"> Progress with the assessment of a proposed bus franchising scheme and next steps Continued closer working with TfN on the implementation of their smart ticketing
		Ensured effective rollout of Metrolink zonal fares	Zonal fares successful rolled out across the Metrolink network	<ul style="list-style-type: none"> Support TfN on implementation of their smart ticketing programme 	
5.5 Have commenced a significant investment and reform programme for cycling and walking, aligned with Made to Move and Streets for All approach, to deliver increases in cycling and walking levels		Further schemes progressed through Programme Entry and on the ground	Completed 1-4 tranches of the Cycling and Walking programme to support active travel and the implementation of the Bee Network. Total schemes to date are 42 with 319 crossings and 70 miles of routes. Total funds to date for 1-4 is c£121m. Tranche 5 set of schemes currently going through programme. Total value of c£125m	<ul style="list-style-type: none"> Progress with the construction of approved schemes through tranches 1-4. Progress through relevant approval process for tranche 5. Procure bike hire scheme for GM 	<ul style="list-style-type: none"> Continued implementation of Made to Move agenda including Mayors Challenge Fund Prepare to launch Bike Hire Scheme in Spring 2020
		Bike Hire solution progressed	Framework for a bike hire scheme currently being developed		
5.6 Improve performance of transport networks, including through Mayor's Transport Board and delivery of Congestion Plan	Increased demand on the transport network continues. Record passengers carried on Metrolink Network. Stabilisation of rail following May timetable and work within the industry to improve performance and attract customers to the network.	Focus on performance of all modes of transport through effective joint working	Successful implementation of Mayor's Transport Board.	<ul style="list-style-type: none"> Continue to review the purpose of Mayor's Transport Board to ensure it is fulfilling its objectives and reflective of wider transport network. 	<ul style="list-style-type: none"> Through the management of key corridors (including smart signal technology) achieve further stabilisation of the road network measured through journey time reliability. This includes optimisation of the movement of people not vehicles.
		Further measures rolled out from GM Congestion Plan	A number of measures have been implemented in the last six months including: Installation of smart traffic signals, implementation of zonal fares on Metrolink; measures to mitigate the impact of the MSIRR road works; a campaign to encourage more lift sharing; and funding approval for 42 cycling and walking schemes with a total scheme value of £205 million.	<ul style="list-style-type: none"> Review of current GMRAPs processes and coordination of Roadworks to be reported to GMCA in the summer. Establishment of new Transport for Greater Manchester Committee with links to Mayor's Transport Board and oversight of network performance across all modes 	<ul style="list-style-type: none"> GMRAPs - Implement the recommendations coming forward from the report to GMCA in the summer with the ultimate goal to implement a lane rental scheme in 2020/21.
		Manchester Airport : <ul style="list-style-type: none"> October 2018: Steelwork on new terminal Complete; Construction of the new baggage hall commences; Work begins on the new West pier Gate control point November 2018: Operational readiness activation and transition commences on Pier 1, the airfield and multi-storey car park April 2019: Pier 1, aircraft stands and multi-storey carpark open to the public 	Construction work ongoing. Pier 2 West due to open May 2019. Terminal 2 extension work ongoing.	<ul style="list-style-type: none"> Further measures are due to be implemented including contactless payments on Metrolink; enhanced coordination of roadworks; a Flexible Working campaign so support people to travel off-peak; and identification of sites for new or expanded park and ride facilities. Manchester Airport Pier 1 aircraft stands and multi-storey carpark open. Pier 2 West remote stand open 	<ul style="list-style-type: none"> Influence the Rail Sector to help facilitate modal shift from road during the introduction of the Dec 19 timetable Work with GM Authorities to pilot a red route corridor to help improve journey time reliability. Opening of Trafford Park Line to further connect businesses and communities across the West of the city region to the tram network. Delivery of 27 new trams to commence in early 2020. Commence delivery of a first tranche of additional Park & Ride, spaces at key Metrolink stops.

					<ul style="list-style-type: none"> Manchester Airport PremierAir terminal open. Terminal 2 extension open (Spring 2020)
5.7 Continue to reduce harmful emissions from transport sector		Outline Business Case for GM Clean Air Plan to be submitted to Government end December 2018/January 2019	Outline Business Case for measures to reduce nitrogen dioxide to within legal limits in the shortest possible time submitted to Government, following endorsement by GMCA and LAs. Work on Full Business Case development commenced – to be informed by GM-wide public conversation activity on the outline proposals in support of the detailed design of the measures. Working groups set up with specific impacted groups – taxis/PHVs, buses, minibuses/coaches, micro/small businesses to co-design funds and support measures. Work ongoing to align Taxi/PHV Clean Air activity with GM taxi minimum standards development.	<ul style="list-style-type: none"> Work on Full Business Case development commenced – to be informed by GM-wide public conversation activity on the outline proposals in support of the detailed design of the measures. Working groups set up with specific impacted groups – taxis/PHVs, buses, minibuses/coaches, micro/small businesses to co-design funds and support measures. Work ongoing to align Taxi/PHV Clean Air activity with GM taxi minimum standards development. Clean Air informal conversation commences 13 May through to 21 June on draft GM Plan. GM Clean Air Week activity planned third week in June across the city region 	<ul style="list-style-type: none"> Full Business Case for Greater Manchester Clean Air Plan will be submitted to Government, following formal consultation. Following approval of Full Business Case, implementation of measures to commence. Public consultation on the GM Clean Air Plan draft prior to submission of Full Business Case to government.
		Launched public awareness campaign 24 October 2018	Ongoing public awareness activity on air pollution as a health issue and the action everyone can take to help tackle it, including GM Clean Air Week		

GMS Priority Six - Safe, decent and affordable housing

Select Area



The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Six Safe, Decent and Affordable Housing". For more information, including to navigate to supplementary dashboards, please select the indicator text below.

By 2020, more than 10,000 net additional dwellings will be built per annum, up from 6,190 in 2015/16



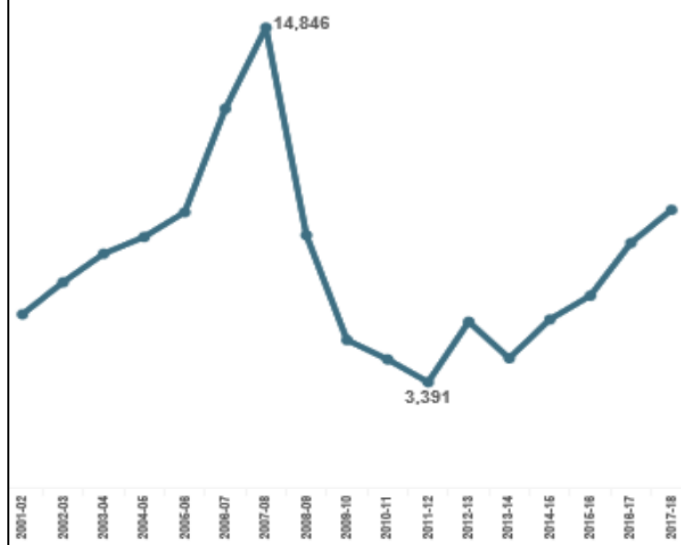
End rough sleeping by 2020, from an estimated 189 rough sleepers in 2016



8,961 net additional dwellings in GM in 2017/18

1,069 higher than 2016/17

390 higher than the target trajectory



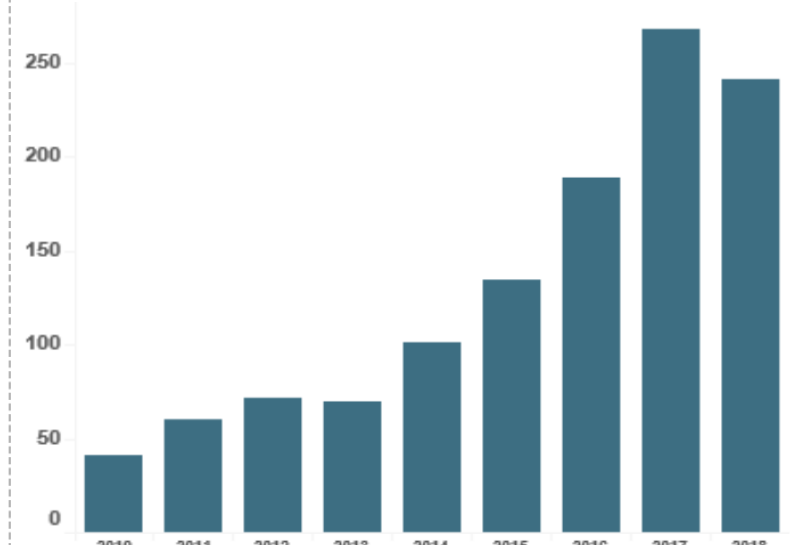
Net additional dwellings and change on the previous year

Area	2016/17	2017/18
Bolton	483	46
Bury	275	-93
Manchester	2,974	1,182
Oldham	313	-13
Rochdale	799	484
Salford	1,479	-1,003
Stockport	738	78
Tameside	484	119
Trafford	468	138
Wigan	948	131
GM	8,961	1,069
England	222,194	4,849

An estimated 241 rough sleepers in Greater Manchester in 2018

27 lower than 2017

146 behind target trajectory



Rate of rough sleepers per 1,000 households

Area	Rate per 1,000 households
Bolton	0.18
Bury	0.04
Manchester	0.57
Oldham	0.02
Rochdale	0.03
Salford	0.23
Stockport	0.06
Tameside	0.37
Trafford	0.03
Wigan	0.12
GM	0.20
England	0.20

Supporting Indicators

In 2018, the ratio of lower quartile house prices to median incomes in Greater Manchester was 5.1 compared to 6.37 for England as a whole

Affordability in GM has declined slightly from 2017 when the ratio was 4.9



In 2018, there were 10,840 (0.9%) long term vacant properties in Greater Manchester, a slightly lower vacancy rate than the England average (0.9%)

Largely unchanged compared to 2017 (13 additional long term vacancies)



In Q1 2018, positive action was successful in preventing and relieving homelessness in 4,871 cases, a rate of 4.1 per 1,000 households, compared to 2.4 for England as a whole.

Up on the previous year by 116 cases.

Tables discontinued



In August 2018, there were 200,786 people in Greater Manchester in receipt of housing benefit or households in receipt of the housing element of universal credit.

A change of 0.72% from April 2018 to August 2018 in Greater Manchester



In 2016, 93.5% of GM residents stated that they "liked the neighbourhood" they live in, compared to 94.9% nationally. An increase of 1 percentage point from 2013.



Context and challenges

- New data were available on five of the reported measures: net additional dwellings; rough sleepers; house price affordability; vacant properties; and housing benefit.
- Nearly 9,000 net additional dwellings were built in 2017/18, over 1,000 more than the previous year, and the fourth consecutive annual increase. Consultation on the revised Greater Manchester Spatial Framework (GMSF) has concluded, and once the responses have been analysed, a revised draft will identify the longer-term supply of viable sites to deliver the homes and jobs needed by the city-region through to 2035.
- The number of long-term vacant properties in GM is historically low. The national average increased by 5.3% from 2017 to 2018, compared to virtually no change in GM, which now has a slightly lower vacancy rate than England as a whole.
- Based on the ratio of lower quartile house prices to median incomes, affordability of housing across GM has declined slightly, although (as would be expected) it remains lower than the national average. An increase in the number of new affordable homes built (1,715 in 2017-18, up by nearly 11% compared to the previous year) will help to address this, and should be further facilitated through the forthcoming Housing Strategy Implementation Plan.
- After year-on-year increases since 2013, the number of rough sleepers in GM has declined for the first time, down from an estimated 268 in 2017 to 241 in 2018. The rate per 1,000 households (0.20 for GM as a whole) now matches the England average. Although there is a significant way to go, the downturn is welcome, and reflects the early impact of a range of initiatives being driven forward by partners across GM to end rough sleeping and reduce homelessness. When the 2019 data are released, the impact of these initiatives should be more clearly demonstrated: our rough sleeping social impact bond had resettled 246 rough sleepers by February 2018; 466 homeless people had moved on to more sustainable accommodation with support from the A Bed Every Night programme by March 2019; the Housing First programme commenced delivery in February 2019, and will be rolled out across GM over the next six months. However, there remains an 'on-flow' of people onto the streets due to a range of factors, and achieving our ambition to end the need for rough sleeping by 2020 remains a real challenge.

Priority 6 (Safe, decent and affordable housing)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
6.1 Identify viable sites for housing in sustainable locations focussing on the existing urban area, town centres and public land	Progress limited due to Gov funding not forthcoming	GM Team established and developing the viable pipeline of housing land and schemes	Small team established, limited due to not being awarded Housing package funding. Activity delivered has supported development of HIF bids and other priority projects.	<ul style="list-style-type: none"> Homes England to agree housing investment fund forward funding submissions, delivery underway Offers made on acquisition of first phase sites for Joint Venture with GM Housing Providers Analysis of GMSF consultation responses and development of revised draft for next stage consultation 	<ul style="list-style-type: none"> Continued delivery of successful housing investment fund forward funding projects First Joint Venture development project started on site Through GMSF process and consultation, long term future supply of viable sites identified
		GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package	Despite ongoing engagement with Gov, progress has been limited due to Housing Package funding not being awarded.		
6.2 Meet the needs of GM residents by developing a full range of homes including social, affordable and supported housing and ensure that appropriate supporting infrastructure is in place	Delivery is improving well, however scale of required output will require consistent effort to maintain progress to 2020 and beyond	Continued development and expansion of GM OPE programme, including OPE phase 7 submission (Nov 2018)	OPE phase 7 submissions agreed by Gov, including modern methods of construction project. Work commencing on successful projects.	<ul style="list-style-type: none"> Next round of OPE bidding not confirmed by Gov. Potential for new Land Release Fund. OPE phase 7 projects will be underway. Housing Strategy completed and agreed by GMCA. Implementation plan in development. 	<ul style="list-style-type: none"> Continued delivery of OPE phase 7, modern methods of construction project nearing completion, others run to 2021/22 Delivery of Housing Strategy Implementation Plan
		Consultation undertaken on revised draft GMSF	GMSF consultation delivered. Housing Vision approved by GMCA in January 2019, full GM Housing Strategy being developed. Latest data shows rise in housing delivery continuing, up to 8,961 in 2017-18, a 13.5% increase on previous year.		
6.3 Agree and implement GM approach to drive up the quality of our private rented sector housing		Established a GM Private Rented Sector Partnership to help deliver commitments listed in the PRS event report.	Task & finish group established, chaired by Cath Green from GM Housing Providers, and meeting regularly to develop an action plan for priority sector interventions	<ul style="list-style-type: none"> Private Rented Sector action plan to be agreed by GMCA and delivery underway, including the establishment of a sector wide partnership Private Rented Sector officer appointed to lead delivery of the action Plan 	<ul style="list-style-type: none"> Continued delivery of private rented sector action plan Private Rented Sector officer to continue to lead delivery of action plan
		Appointed a PRS officer to lead this work	Funding secured for Private Rented Sector officer. MHCLG funding secured for short term appointment of Rogue landlord co-ordinator.		
6.4 Have a coordinated, consistent, effective GM-wide response to end the need for rough sleeping		Refined and monitored actions in the strategy and developed a proposal for future direction of the Homelessness Action Network	Work undertaken to refresh the GM Homelessness Action Network and its governance board. Developing options for future design, role and direction.	<ul style="list-style-type: none"> Future governance arrangements confirmed and approved. Board membership in place Fully established contract monitoring ongoing of delivery of Social impact bond activities. Review of future commissioning and / or recommissioning of SIB Phase 2 Bed Every Night details confirmed and agreed, arrangements in place for roll out, implementation underway First service users enter into accommodation and Housing First programme rolled out across GM 	<ul style="list-style-type: none"> Board operating and overseeing development of homelessness action network and considering proposals for renewal of rough sleeping strategy Ongoing contract monitoring of Social Impact Bond Continued delivery and monitoring phase 2 50 service users in Housing First service and contract monitoring in place
		Contract monitor the delivery of the Social Impact Bond and ensure outcome targets achieved	Contract monitoring is established and embedded and performance management is built into the system. Close management has assisted in target achievement		
		Confirmed details of winter planning and 'A Bed Every Night' arrangements. Monitor impact and progress through the winter; compile performance data including numbers, outcomes, location, support needs and equalities data.	Phase 1 of a bed every night completed. Programme extended and sub-groups established to improve standards. Building on stock-take by Dame Louise Casey. Proposal for a bed every night Phase 2 to be delivered by May 2019.		

		the Procurement of Housing First commenced in Oct, contract awarding due Dec, delivery starts Feb 2019	Programme has been procured and contract has been let. First referrals in process.		
6.5 Have a coordinated, consistent, effective GM-wide response to prevent people from becoming homeless		Undertaken 6-month review of impact of the Homelessness Reduction Act; 12 month review due Mar 2019	A review of the HRA has taken place and we are feeding into a wider piece of work being undertaken by the LGA on this, giving GM a key voice in representation to government.	<ul style="list-style-type: none"> Homelessness Reduction Act six month review complete and LGA report published, findings used to influence central Gov funding allocation Prison Discharge Protocol complete and signed off Common approach to prevention of care leavers homelessness agreed and implemented Agreed deepened arrangements with partners to develop upstream prevention of homelessness GMCA to work with LA partners to agree common approach to reduction and management of cross boundary placements Information governance finalised for delivery of GM Think system 	<ul style="list-style-type: none"> Homelessness Reduction Act review findings adopted into developing practice across GM Delivery and monitoring of Prison Discharge Protocols Delivery and monitoring of common approach to prevention of care leavers homelessness Upstream prevention embedded and delivered across GM Subject to LA agreement of common approach, roll out across GM Delivery and monitoring of GM Think System
		Completed Prison Discharge Protocol	Wider discharge protocol with criminal justice sector in development. Work undertaken to train staff on Duty to Refer as part of this work.		
		Common approach to Duty to Refer agreed	All LA's working to a common approach to the Duty to Refer, with local application. Wider implementation achieved through work with GM Housing Providers. Milestone complete		
		Developed further protocols to address needs of care-leavers, including cross-boundary working arrangements	Worked with colleagues on Early Years in public service reform		
		Embedded key prevention activities into practice	All local authorities have embedded prevention. Work ongoing at moving prevention further 'up stream' to avoid statutory homelessness services.		
		Conducted review of cross-boundary working and placements	Review of placements completed. To be circulated and next steps agreed.		
		Information governance support and arrangements finalised and implemented	IG support secured for all contracts and procurement and in discussions on extension of GM-Think system		
6.6 Develop and implement a GM Strategic Infrastructure Strategy/Plan	Infrastructure plan will be developed, however elements of implementation dependent upon Gov response to LIS and subsequent SR	Decision on need for full infrastructure strategy by Dec 2018, and appropriate next steps agreed	Infrastructure Framework developed and consulted on. Strategic Infrastructure Board established.	<ul style="list-style-type: none"> Influencing infrastructure providers to enable and support successful delivery of GM strategies e.g. 5 year env plan and GMSF STEM framework agreed and implementation underway 	<ul style="list-style-type: none"> Influencing infrastructure providers to enable and support successful delivery of GM strategies e.g. 5 year env plan and GMSF Delivery of STEM framework to ensure supply of skills to meet future needs
		CITB roundtable held with construction and housing firms to utilise levy	HS2 and Construction Manager Post appointed in GMCA. STEM framework being developed. Roundtable took place with a focus on which occupations to focus on to ensure skills available to meet future needs.		

GMS Priority Seven - A green city region and a high quality culture and leisure offer for all

Select Area

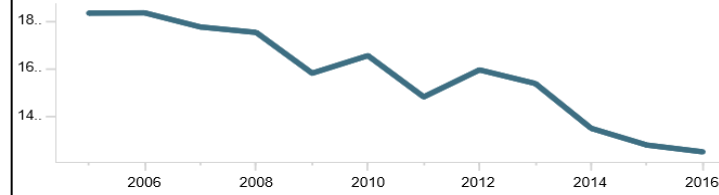


The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Seven - A green city region and a high quality culture and leisure offer for all". For more information, including to navigate to supplementary dashboards, please select the indicator text below.

By 2020, GM will have reduced **CO2 emissions** to 11mt, down from 13.6mt in 2014



12.5 mt of CO2 emissions in 2016, or 4.49t per capita
A reduction of **0.5mt** since 2015
0.2mt ahead of the target trajectory of 12.7mt

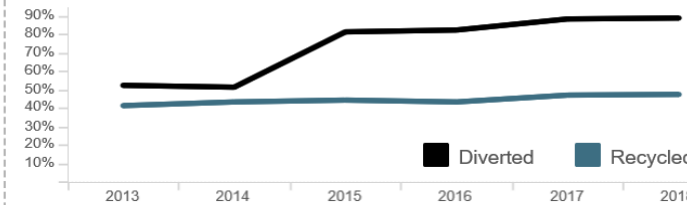


By 2020, 50% of waste in GM will be **recycled** and 90% **diverted**, up from 46.7% and 88% respectively in 2016/17



47.1% of household waste recycled in 2017/18
0.4 percentage point increase on the previous year
0.7 percentage points below target

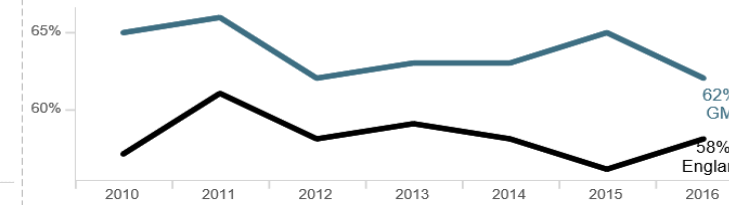
88.5% of household waste diverted in 2017/18
0.5 percentage points higher than the previous year
0.2 percentage points below target



By 2020, we will have halved the gap with the national average for the proportion of GM residents reporting that they **visited the natural environment** at least once during the previous seven days



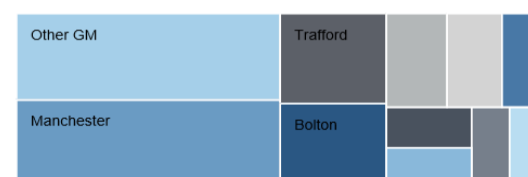
38% of GM residents reported that they had visited the natural environment at least once during the previous seven days in 2015-16
An increase of **3 percentage points** compared to 2014-15, but below the 2015-16 England average of **42%**



By 2020, **participation at cultural events and venues** will be growing by at least 5% pa



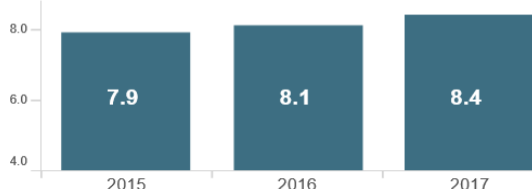
3.2m engagements by GM residents with cultural organisations supported by AGMA in 2017/18
7.5% increase on 2016/17 levels



By 2020, the GM **visitor economy** will be valued at £8.8bn, up from £7.9bn in 2015



8.4bn generated by the visitor economy in 2017
An increase of **£0.3bn** since 2016
£0.14bn above the target trajectory



Supporting Indicators

80.3% of GM residents reported that they had high or very high life satisfaction in 2017/18
1.7 percentage points below the England average
0.8 percentage points above the previous year



95,800 FTE jobs supported by Greater Manchester's tourism industry in 2017
1,800 more FTEs than in 2016



£904m generated by the conference and business events sector in 2017*



* Note: comparator data cannot be quoted due to methodological changes, therefore the trend indication is not shown. The RAG rating is based on a subjective assessment of performance.

GM was ranked **24th** in the Anholt Brand Index in 2017
Up from **27nd** in 2015



88.3% of GM lodgements had an energy efficiency rating of D or above (EPC/DEC) in Q4 2018
3.5 percentage point above the England average
0.7 percentage points lower than Q4 2017



30,604 renewable electricity generation installations in GM in March 2019, with a combined capacity of 132,462 kW.
4,933 kW higher than in June 2018
51% lower per household than the England average



973 accredited renewable heat incentives in March 2019 with a combined capacity (non-domestic only) of 79.8 MW.
27.4 MW higher than March 2018
62% lower per household than the England average



Context and challenges

- New data were available on the following indicators: waste recycled and diverted; the value of the GM visitor economy, and the number of FTE jobs supported; and the three energy-related measures under the Supporting Indicators section.
- The 2017/18 data show that both the proportion of household waste recycled and the proportion diverted from landfill had increased compared to 2016/17. However, both slipped slightly behind the expected target position, so moved to an amber rating rather than the green rating previously reported. The Implementation Plan update highlights the forthcoming publication of a new GM Resources Strategy.
- The value of the GM visitor economy in 2017 was £8.4bn, an increase of 3.7% compared to the previous year, and on track to achieve the 2020 target. The number of jobs supported by the tourism industry also increased, reaching 95,800 by 2017, up 2.0% on 2016 levels. Actions against the ambition in the updated Implementation Plan to increase the value and scale of the GM visitor economy include launch of a new Business Visits and Events Strategy, targeted campaigns in key national and international markets such as Europe, China and the US, and continued development of new products including cultural venues.
- More than 500 additional renewable electricity generation installations across GM were confirmed over the year to March 2018. The total installed capacity of all confirmed GM installations in March 2019 increased by 4% compared to June 2018, but on a per-household basis, this remains at around half of the average capacity for England as a whole. Despite some increase in the number of accredited renewable heat incentive schemes in GM, their combined capacity (non-domestic only, but expressed as installed capacity per household) is little more than a third (38%) of the national average. The relative position is more positive on the energy efficiency of buildings lodged on the Energy Performance of Buildings Register over the three months to June 2018, with 87.6% of GM lodgements rated D or above, some 6.5 percentage points above the average for England.
- A second GM Green Summit was held in March 2019, and confirmed commitments for GM to become a carbon neutral city region by 2038, significantly more ambitious than the current government commitment to cut carbon emissions by 80% by 2050. As indicated in the GMS Implementation Plan update, actions to achieve this objective include delivery of the 5-Year Environment Plan, GM Smart Energy Plan and Natural Capital Investment Plan, with government funding secured to undertake scoping work for GM to become an 'Energy Transition Region'. The draft GMSF proposes a carbon neutral target for all new build by 2028.

Priority 7 (A green city-region and a high quality culture and leisure offer for all)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
7.1 Have co-produced a pathway for the next five years setting out actions to achieve an accelerated date for carbon neutrality		Produced 5 year Environment Plan	Plan completed, launched at GMCA 29 th March 2019	<ul style="list-style-type: none"> Create monitoring framework for 5 year Environment plan Develop mission based approach for clean growth Develop dedicated communications plan to raise awareness of behaviour change required and existing support mechanisms available 	<ul style="list-style-type: none"> Report on progress and continued delivery of 5 year plan Evaluate success of mission based approach in engaging existing groups and wider stakeholders to encourage collective action Evaluate success of communications plan. Deliver online training portal for carbon literacy.
		Engagement workshops to support the plan held	3 sets of workshops held over 3 themes to inform plan development between Nov- Feb		
		Second Green Summit held (Mar 2019)	25 th March – c2,000 delegates, 50 exhibitors		
7.2 Accelerate deployment of energy generation/efficiency technologies		Agreement on approach to creation of possible GM Energy Company	Work has been undertaken with sector to define appropriate structure. Structure to be finalised once pipeline of projects established.	<ul style="list-style-type: none"> Assess potential for ERDF funding to support low carbon energy generation storage and efficiency projects and consider opportunity to develop energy innovation company to support future delivery Launch GM Smart Energy Plan Complete scoping / research work for energy transition region, local energy market and local taxation levers Bid for funding to support local area energy planning, electrification of heat and other appropriate bids to support 5 year plan delivery Support GM Big Clean Switch Campaign and e establish a collective PV/ battery procurement mechanism and market availability Resource efficiency, eco-innovation and low carbon sector support contracts awarded, and delivery underway 	<ul style="list-style-type: none"> MHCLG contracts awarded for successful bids Support MMU to develop GM hydrogen strategy Subject to scoping / feasibility, bid for national funding to deliver energy transition region, local energy market and local taxation levers If funding bids successful, contract and commence delivery for energy planning, electrification of heat and other interventions Install additional PV/battery capacity once procured Continued delivery of resource efficiency, eco-innovation and low carbon sector programmes
		Launched GM Start Energy Plan	Draft plan completed, to be considered by GMCA in May 2019		
		Bids for Energy Transition Region will be resubmitted to other funds	£35K secured from BEIS to undertake scoping work for energy transition region.		
		Electricity NW Ltd future forecasts to meet future energy demand released	ENW launched their zero carbon plan at Green Summit, which included future energy demand forecasts. Milestone complete		
		Research with ARUP to investigate the use of Derelict Underused and Neglected land for energy generation and storage completed	Go Neutral work completed March 2019. 11 business cases produced. Milestone complete		
		Business Growth Hub submit bids to continue their resource efficiency, eco-innovation and low carbon sector support offers for the next 3 years	Bids have been submitted and awaiting outcome from MHCLG		
7.3 Develop mechanisms to encourage the retrofit of public, commercial and domestic buildings		Produced Retrofit report which includes opportunities for public, private and domestic sector retrofit	Capacity constraints has resulted in retrofit report being delayed. Draft now prepared, will be finalised summer 2019.	<ul style="list-style-type: none"> Retrofit report finalised and agreed. Delivery underway including local energy advice programme, ecoflexibility and warm homes fund projects Define purpose and design retrofit accelerator for GM Continued delivery of Homes as Energy Systems and Energy House 2 projects Review and finalise low carbon policies in GMSF, including net zero carbon development 	<ul style="list-style-type: none"> Review delivery against plan and assess opportunities to scale up delivery utilising available funding If appropriate, establish retrofit accelerator Learn the lessons from the first year of delivery of Homes as Energy Systems and Energy House 2 and related demonstrator projects New policies incorporated in revised draft GMSF
		Commenced Homes as Energy Systems and Energy House 2 projects	Contracts signed for both projects, delivery underway		
		Reviewed and revised date by which all new homes built across GM will be net zero carbon based on GMSF consultation results	Draft GMSF proposes carbon neutral target for all new build by 2028, and significant improvements prior to this date		

7.4 Continue to influence consumer behaviour/choice to achieve 60% recycling of household waste by 2025 and 90% diversion from landfill by 2020 and establish a waste to energy (biomass) pathway for residual commercial waste	Amber status in recognition of significant challenges involved in increasing recycling rates	GM Resources Strategy to be developed next year, but is dependent on delayed National Strategy, possibly due to be published Winter 2018	Resource Strategy has been delayed due to National Strategy delay. GM strategy to be developed in 2019 and include circular economy plan.	<ul style="list-style-type: none"> Develop and launch sustainable consumption production / circular economy report Undertake research on commercial and domestic waste data gaps Deliver plastic free GM campaign, including the finalisation of a public sector plastics pact Support delivery of successful university led projects to inform future policy development Complete four waste consultations with 9 LAs 	<ul style="list-style-type: none"> Completed development of zero waste strategy Appropriate next steps identified following completion of research Deliver with partners a range of circular economy demonstrator projects including refill scheme and reusable coffee cup First year of Food strategy delivery complete Learn lessons and continued delivery of Ignition projects Food strategy complete and governance for food board established Reviewed operation of new waste contract and required infrastructure for future delivery
		Re-tendering of the GM Waste Contract completed	Tendering process completed. Milestone complete		
		#Plastic free GM website launched and Bee Straw launched	Website launched in last quarter. Bee Straw launched Nov 2018, with nearly 90 businesses using it.		
		Strategic Food Board for GM launched, with Strategy in place	Work has been undertaken to review food governance and project delivery across GM with recommendations made for inclusion in a strategy to be completed by summer 2019		
		At least one funding bid submitted for Circular Economy and Green Growth	€4m Ignition project contracted March 2019. MMU secured two European funding bids for circular economy resource efficiency, with GMCA collaboration.		
7.5 Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions		Completed procurement process for electric vehicle charging points and supplier in place	Minor delays mean that the contract award for an EV Charging Infrastructure Supplier will be made in June	<ul style="list-style-type: none"> Complete procurement exercise for public realm EV charging points 	<ul style="list-style-type: none"> Initiate delivery of new EV charging regimes
7.6 Deliver the Urban Pioneer programme as part of Defra's 25year Environment Plan to become an exemplar in managing the urban environment		Natural Capital Investment Plan developed following stakeholder workshop, and launched early 2019	Plan launched in Jan 2019 at Natural Capital Group AGM	<ul style="list-style-type: none"> Commenced delivery of natural capital investment plan, utilising EU IGNITION project to support identification and investment in projects which focus on climate adaptation Support Lancashire Wildlife Trust to expand My Wild City to reach a wider audience City of Trees to complete development of tree and woodland strategy Further feasibility investigations undertaken for possibility of Environment Fund Utilise the findings of existing work under Urban Pioneer and natural course project to engage more people with the value of a good quality environment 	<ul style="list-style-type: none"> Design and if feasible establish an investment readiness fund Coverage of My Wild City in all GM districts Commence delivery of tree and woodland strategy Complete urban pioneer project and design phase 3 of natural course project
		'My Wild City' marketing Officers appointed. Awareness raising, engagement and consultation campaign launched and delivered.	Completed – Officers in place, awareness raising underway		
		Strategy developed for GM City of Trees. Stakeholder engagement and consultation draft produced.	Draft strategy produced to be considered by GMCA in Summer		
		Stakeholder engagement undertaken on GM Environment Fund proposal. If successful, Fund to be live and launched at Green Summit.	Stakeholder engagement undertaken, considering final options for design of fund		
		Nature GM Website – further stakeholder engagement and integration of UoM MEMO project	Website launched. Milestone complete		
		Final RESIN Conference held. Delivered programme of local dissemination on outputs and next steps	Conference held. Milestone complete		
		Hold Natural Capital Group AGM as part of developing input into 2nd Green Summit	Milestone update as above.		
7.7 Increased the value and scale of GM's visitor economy		Launched new Business Visits and Events Strategy	Strategy completed. Action Plan progressing.	<ul style="list-style-type: none"> Completion and launch of Action Plan via Internationalisation & Marketing Advisory Board and commence delivery Development and delivery of focussed GM cultural campaign in domestic and EU markets 	<ul style="list-style-type: none"> Continue to deliver Business Visits and Events action plan Continued development of tourism product via national Visit Britain digital platform pilot programme Complete delivery of annual marketing plan
		Continued development of new product including cultural venues. Targeted campaigns in key markets e.g. India	New product developed and distributed via trade partners and campaigns in priority markets.		
		Continued delivery of marketing plan and monitor progress	Marketing plan delivered, final evaluation by May 2019		

				<ul style="list-style-type: none"> Develop and deliver new annual marketing plan targeting GM's priority markets 	
7.8 Implement the GM Cultural Investment programme and Great Places project to substantially increase cultural engagement across GM		Completed public consultation on GM Cultural Strategy.	Consultation concluded with responses being considered and shaping development of final strategy. Milestone complete	<ul style="list-style-type: none"> Deliver Culture Strategy and development of cultural investment approach (2020 onwards) Town of culture programme launched Culture Partnership established and ongoing 	<ul style="list-style-type: none"> Implementation of Culture Strategy Town of culture programme delivered Culture Partnership established and ongoing
		Strategy finalised and delivery due to start Jan 2019.	Culture Strategy adopted by GMCA in March 2019, implementation underway		
		Detailed proposals to be developed, and announced publicly early 2019. Competition will open mid-2019, with first Town of Culture to run Jan-Dec 2020.	Town of culture development underway		
		GM Culture Partnership established, with cycle of meetings for coming two years, agenda items and terms of reference in place	Culture Partnership established and ongoing		

GMS Priority Eight - Safer & Stronger Communities

Select Area
TBC



The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Eight - Safer & Stronger Communities". For more information, including to navigate to supplementary dashboards, please select the indicator text below.

Headline & Supporting Indicators

In the 12 month period up to September 2018, there were **32** personal crimes per 1,000 of the population in Greater Manchester.

9 per 1,000 higher than the average for England & Wales

A change of **+0.3%** compared to the rolling previous 12-month period



In the 12 month period up to September 2018, there were **46.8** household crimes per 1,000 of the population in Greater Manchester.

13.1 per 1,000 higher than the average for England & Wales

A change of **-2.3%** compared to the rolling previous 12-month period



The outcomes framework for Standing Together, the GM Police and Crime Plan (PCP), is currently being finalised. The PCP indicators will draw on a range of sources including national data and intelligence derived from a new GM residents' survey, currently going through the procurement process. The GMS Priority 8 indicators are being refreshed to align with the PCP framework, so are not reported in this update report, with the exception of the supporting measures above. The Autumn 2019 GMS Implementation Plan update should have a finalised suite of Priority 8 indicators, although baseline data from the residents' survey may not be available until the Spring 2020 update.

Context and challenges

- The indicator set for the GM Police and Crime Plan (PCP) Outcomes Framework is currently being finalised, and will provide the opportunity to update the GMS Priority 8 indicator suite so that performance approaches are aligned. Whilst this means that headline measures for Priority 8 cannot currently be reported, we can report on the two supplementary measures; they also appear in the PCP Outcomes Framework, and featured in previous GMS Performance Reports.
- The household crime rate in GM for the year to September 2018 (expressed per 1,000 of the resident population) was lower than for the previous year; the personal crime rate increased over the same period. Both household and personal crime rates were significantly higher than the national rate. The context underpinning the data is important: due to funding cuts amounting to some £250m since 2010, GMP has lost around 2,000 front-line officers and 1,000 support staff, while the level and severity of crime has increased disproportionately in GM compared to the national position. A further caveat to the data concerns police crime recording practices, which as part of a national initiative, have become more inclusive – this has resulted in more crimes recorded by police forces, but changes to practice have been made at different times by different police forces, making comparison of one area with another problematic.
- A new GM wide residents' survey is being implemented to inform the PCP Outcomes Framework. The survey will provide indicators of perceptions on community cohesion and the extent to which residents feel safe in different circumstances, including at home and whilst out socialising; data will be reported in future releases of the Priority 8 dashboard.
- Under broader ambitions outlined in the Priority 8 Implementation Plan, a GM Resilience Strategy is in development, to be followed by an Action Plan for the 2019-24 period.

Priority 8 (Safer and stronger communities)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
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<p>8.1 Develop and implement a GM Resilience Strategy which includes the findings from the Kerslake Review and Cohesion Commission, in partnership with 100 Resilient Cities</p>		<p>Published GM Resilience Strategy</p>	<p>Work has been underway to develop the GM Resilience Strategy through consultation & stakeholder engagement, learning from recent events (e.g. progress update on the Kerslake Report), international engagement (e.g. UScore2), measurement (e.g. understanding the outcomes of City Resilience Index), research (e.g. City Water Resilience Framework), and informing policy (e.g. Net Gain).</p>	<ul style="list-style-type: none"> • Publish GM Resilience Strategy 	<ul style="list-style-type: none"> • Implementing the GM Resilience Strategy through the Action Plan (2019-2024)
<p>8.2 Develop with partners a clear strategy as to how we will jointly prioritise our local responses to calls from members of the public for services on the basis of threat, harm and risk. This will include community safety partnership responses as well as calls to the police.</p>		<p>Consultation with districts undertaken, agreeing communication programme, focusing on rights & responsibilities of partners and communities.</p>	<p>Consultation with districts completed in January 19.</p>	<ul style="list-style-type: none"> • District level reports and actions to be developed • Outcomes framework to be signed off by the Deputy Mayor • Quarterly GM reporting against the framework to Police and Crime governance. 	<ul style="list-style-type: none"> • Ongoing reporting against the framework at district level • Report to police and crime panel outlining key achievements, supported by the police and crime outcomes framework and survey results
		<p>Developed implementation plan.</p>	<p>Draft Outcomes framework presented to the police and crime panel November 18</p>		
		<p>Agreed GM and district level framework, setting out community priorities.</p>	<p>Reporting against framework to commence May 19</p>		
<p>8.3 Have a series of established programmes that raise awareness of online vulnerability and risks and informs practice to keep people safe, reduce harm and build strong communities. This will include regular communication with communities about emerging threats and actions they can take to protect themselves.</p>		<p>Completion of online vulnerability assessment and programme of interventions developed and presented to community safety partnerships.</p>	<p>Cyber and economic awareness service established and summary presentation to police and Crime lead in March 19. Includes Support offer for vulnerable victims, Volunteer support network and communications and engagement programme</p>	<ul style="list-style-type: none"> • Development of digital security centre in collaboration with businesses and educational establishments. • Presentation to all community safety partnerships through the police and crime steering group. • Sharing information to enable community safety partnerships to better target at risk communities 	<ul style="list-style-type: none"> • GM and district level programme of work to be in place supported by intelligence as to current risks
<p>8.4 Have an effective and consistent approach to reports of violence against women and girls across our partnerships</p>	<p>Consultation undertaken, with follow up work scheduled. Timescales have therefore been put back. A review of commissioning is now also due to take place, and will be incorporated in the commissioning plan for the strategy.</p>	<p>Consultation on draft strategy Nov/Dec 18. Strategy completion by March 19 with accompanying implementation plan.</p>	<p>Consultation with stakeholder groups completed November/ December 18.</p>	<ul style="list-style-type: none"> • Strategy to be launched September 2019 and implementation plan developed in consultation with GM and district partnerships • Development of an aligned commissioning plan to deliver specialist and prevention services. • Incremental GM wide roll out of service. Salford, Stockport, Trafford, Rochdale, Tameside and Oldham to be completed 	<ul style="list-style-type: none"> • Integrated and consistent approach at GM and district level with agreed standards for delivery and access. • Roll out to Manchester City and full GM coverage of the volunteer network
		<p>STRIVE programme contract award Dec 18, incremental implementation across districts. Trafford, Salford and Stockport by March 19</p>	<p>Contract awarded following multi-agency procurement process. (Dec 18)</p>		

8.5 Have tailored responses to all victims of crime that meet their needs	The victims data sharing tool is dependent on the establishment of a unified IT infrastructure	Review of commissioning requirements for specialist service provision to be completed March 19.	Review of services underway with commissioning recommendations to be aligned with Violence Against Women & Girls (VAWG) strategy July 19	<ul style="list-style-type: none"> VAWG Commissioning plan to be in draft July 19 with services in place by September 19 Develop options appraisal for Victims data sharing tool and develop business case 	<ul style="list-style-type: none"> All commissioned services share information to ensure that victims receive timely and effective services Business case implementation to be underway
		Have agreed route and implementation plan for Victims Data Sharing Tool in place by March 19	Implementation plan for the Victims data sharing tool not in place. Alternative options under consideration		
8.6 Develop and implement an approach that will provide support to our most vulnerable citizens by making sure that all those delivering our health and justice services, including the voluntary sector, work together to solve problems and improve lives.		Completed Victims needs assessment and have informed the content and implementation of Health & Justice Strategy, Violence against Women and Girls Strategy, and Serious Violent Crime Strategy.	Victims Needs Assessment completed	<ul style="list-style-type: none"> Needs assessment presentation to stakeholders and services in May 19. Reference point for development of the VAWG strategy and Serious Violence action plan Draft specification to be shared with members of the GM Health and Justice Board at workshop 4th June. Procurement process to commence, subject to Health and Justice Board approval. 	<ul style="list-style-type: none"> Evaluation of implementation plans to identify what has worked (prevention, offenders and location.) Event held to share learning. Service users engagement provider to be established to support Health and Justice strategy development.
		Specification and approach agreed for service user engagement model.	Workshop with Service Users held to confirm approach. Work established as a test-bed for wider GMCA service user engagement. Funding secured from NHS England Sexual Abuse and Assault Services allocation.		
8.7 Have a consistent approach to complex safeguarding of children which reflects the findings of the CSE assurance exercise	Consistent approach to phase 3 needs to be agreed by all GM Leaders and Chief Execs	Agreement reached by LA leaders on the proposed methodology to provide assurance on current practices in respect of CSE in GM and support its implementation	Phase 1 of the assurance exercise completed and the report is due to be published in May 19	<ul style="list-style-type: none"> Publish report and continue discussions to agree approach for next phases 	<ul style="list-style-type: none"> Agreed approach for next phases underway
8.8 Develop channels of communication to facilitate information sharing and better relationships between neighbourhood teams and communities		Undertaken evaluation of VCSE involvement and outcomes of funding, to inform future years approach.	Evaluation report completed and presented to the Deputy Mayor January 19 who has agreed to continue for 19/20	<ul style="list-style-type: none"> Deputy Mayor to confirm district allocations for 19/20 and develop good practice examples for engagement and co-production with communities. 	<ul style="list-style-type: none"> Evaluation report to be completed that identifies good practice to inform future years approaches

GMS Priority Nine

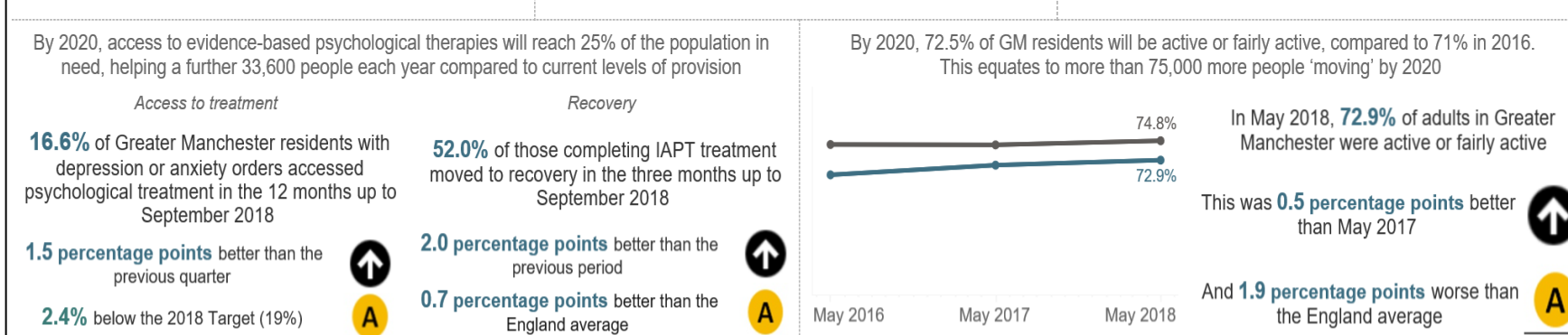
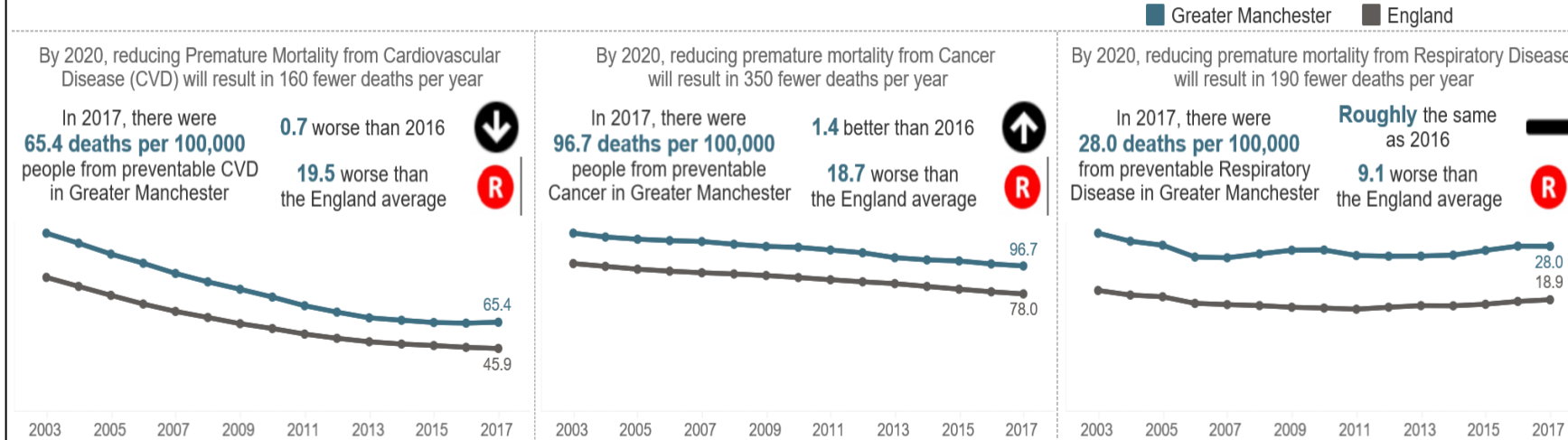
Healthy lives, with quality care available for those that need it

Select Area

Greater Manchester



The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Nine - Healthy lives, with quality care available for those that need it". For more information, including to navigate to supplementary dashboards, please select the indicator text below.



Supporting Indicators	
<p>Healthy Life Expectancy was 60.4 years for Females</p> <p>3.4 worse than the England average</p> <p>3.4 worse than the England average</p>	<p>17.5% of Adults (18+) in Greater Manchester were smokers in 2017</p> <p>0.9 percentage points better than 2016</p> <p>2.6 percentage points worse than the England average</p>
<p>In Greater Manchester, there were 678.1 admission episodes for Alcohol related conditions in 2018</p> <p>1.5 better than 2017</p> <p>45.8 worse than the England average</p>	<p>As of February 2019, 79.4% of Adult Social Care facilities in Greater Manchester are rated 'Good' or 'Outstanding' by the CQC</p> <p>And 3.7 percentage points better than September 2018</p> <p>This is 3.8 percentage points worse than the England Average</p>
<p>63.3% of Adults (18+) in Greater Manchester were overweight or obese in 2017</p> <p>0.6 percentage points worse than 2016</p> <p>2.0 percentage points worse than the England average</p>	<p>In 2015, the one-year Cancer survival rate was 71.2%</p> <p>This was 0.9 percentage points better than 2014 and 1.1 percentage points worse than the England average</p> <p>In 2017/18, 20.2% of Greater Manchester residents self-reported high anxiety</p> <p>1.5 percentage points better than 2016/17</p> <p>0.2 percentage points worse than the England average</p>

Context and challenges

- Updated data are reported for the three headline premature mortality indicators, along with the psychological treatment (IAPT) measures, alcohol-related hospital admissions and quality ratings for adult social care locations.
- Premature mortality rates from cardiovascular disease, cancer and respiratory disease in GM remained significantly above the national average. Inevitably, there will be a considerable time lag (potentially generational) before the impact of activity under the GM Population Health Plan and other initiatives at both city-region and locality level will be seen in the data. In the shorter-term, some of the supporting indicators are useful proxy measures to indicate direction of travel and potential progress. Although the smoking prevalence data have not updated, the gap between GM and the national average narrowed progressively over the 2014-17 period; it remained significant, but more recent data on smoking rates in pregnancy (see Priority 1) show that the proportion of GM mothers known to be smokers at the time of delivery reduced at a faster rate than for England as a whole. This improvement is likely to reflect the impact of two specific initiatives, *Make Smoking History* and *Smoking in Pregnancy*, as well as the GM Cancer Plan and wider population health activity. The gap between hospital admission rates for alcohol-related conditions in GM compared to England also narrowed progressively over recent years, as did the gap for the proportion of adults who were active or fairly active.
- Positive improvement was also evident in the data on access and recovery rates relating to psychological treatment (IAPT). Although performance currently lags the target trajectory, we are confident of achieving the 25% target by the end of 2020/21. The proportion of adult social care locations rated as 'good' or 'outstanding' by the Care Quality Commission (CQC) increased since the previous reporting period, but remained below the national average.
- Despite these signs of progress, the data and performance indications demonstrate the scale of the health challenges facing GM. Key to improving outcomes is the establishment of a fully integrated health and social care system, a key priority under the GMS Implementation Plan, and delivered through the continued development of Local Care Organisations (LCOs) and locality single commissioning functions. Workforce development is also crucial, being implemented through a health and social workforce strategy. Future plans for the next phase of health and social care transformation are outlined in the recently published GM Health and Social Care Prospectus.

Priority 9 (Healthy lives, with quality care available for those that need it)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
<p>9.1 Implement population health programme to deliver the GM population health outcomes</p>		All Transformation Fund and public health programmes and system reform proposals into delivery phase to reduce smoking in pregnancy	All TF monies have now been allocated and all TF funded programmes have progressed into mobilisation and delivery.	<ul style="list-style-type: none"> Develop proposals for wider Population Health System Reform and the development of a GM Population Health System. Complete an Annual Review and Forward Look in relation to the GM Population Health programme. Continue to full delivery of the GM Population Health Plan. Develop proposals for a joint GM / PHE app-based approach to Incentivising Healthy Behaviour Finalise the ongoing independent review of the GM Food System Develop a GM 'Ambition for Alcohol' Launch the GM Alcohol Exposed Pregnancies Programme AtF activity: Continue to close the prevalence gap across GM with a range of initiatives. All localities to achieve 84%. Development of protocol and policy to include training being led by GM SCN MyHealth MyCOPD training/initiation meetings for all 7 Localities in preparation for go live and application with relevant patients Final report 3rd party reviews in Tameside expected to demonstrate optimised meds in line with GMMMG guidelines. 3rd party reviews to be completed in 14 Manchester CCG practices. Commence 12 month programme to implement Manchester CCG Quality Standard incorporating one COPD virtual clinic meeting per practice for 2019/20. Virtual learning hub launch Q1 (GP Excellence website). Potential development to include clinical CPD to be explored and if supported, implemented Complete community pharmacy point of care testing pilot in 8 sites, with final report and learns in readiness for scale up in 19/20. 	<ul style="list-style-type: none"> Commence implementation of proposals for wider Population Health System Reform and the development of a GM Population Health System. Implement jointly with PHE an app-based approach to Incentivising Healthy Behaviour Develop a GM Good Food Strategy and a GM Healthy Weight / Obesity Strategy Commence implementation of a GM mental wellbeing programme Review the year 1 ambitions of the GM Drug and Alcohol Strategy Implementation Plan Achieve Patient benefit target: 1,200 patients diagnosed with AF throughout 19/20. Continue to support SCN to gain clinical consensus on approach and ensure alignment with LTP. Monitoring and evaluation of MyCOPD app and activity. Exploring and securing funding for additional locality 3rd party reviews. Continued roll out of virtual clinic meeting per practice with completion Q4. Evaluation of use and impact of virtual learning hub with shared learning Scale up - opportunity dependant on national NHSE procurement tender outcomes Complete evaluation of rapid point of care testing Align delivery plan to scale up opportunity identified with clear milestones and measures
		Finalised Transformation Fund process for GM Public Health Plan, completed investment process for tobacco, health Checks & wellness	All TF monies have now been allocated and all funded programmes have progressed into mobilisation and delivery.		
		Fully integrated 0-5 years oral health Public Health Outcome Framework into Locality Assurance	GM Population Health Outcomes Framework was developed, signed off and implemented as part of an Integrated Locality Assurance Framework.		
		Excellence in GM Sector Led Improvement Programme delivered to reduce variation and improve outcomes.			
		Implemented Big Alcohol Conversation, GM Drug & Alcohol Strategy and Transformation Fund proposals to reduce Alcohol Exposed Pregnancies	<p>GM Big Alcohol Conversation completed.</p> <p>GM Drug and Alcohol Strategy signed off by the CA on 29/3/19</p> <p>GM Alcohol Exposed Pregnancy programme launches on 17/5/19.</p>		
		Increased mobile ECG Devices / Smart devices usage by 30%.	<p>340 Alivecor devices have been distributed to 9/10 GM localities. 2072 readings year to date from national roll out devices which identified 153 positive AF detections.</p> <p>110 additional devices purchased across GM to meet demand above national roll out devices.</p>		
		Agreed Hypertension approach.	Integrated and working as a system on development of guidelines for Hypertension with GME SCN to co-develop approach as with other CVD activity.		
		Engaged all Districts, and agreements with at least 3 districts on use of my COPD app.	Engagement completed. 7/10 GM localities have agreed to implement the myCOPD app. Locality launch and training meetings commenced March 2019. 6,275 licenses purchased. MyCOPD is integrated into HInM's COPD primary care improvement programme		
Agreed success measure with GM Respiratory Group to support Pulmonary Rehab.	<p>Strong connection with GM Respiratory Group established</p> <p>PPIE activity with COPD programme including development and release of an animated video using patients.</p>				

			3rd party reviews in practices Tameside commenced	<ul style="list-style-type: none"> • Planning for a rapid point of care testing pilot in Forest Bank in Q1, to commence in Q2. • Develop outline Hep C delivery plan, in response to anticipated NHSE Tender announcement (due May 2019), in partnership with GM Elimination Steering Group and industry partners. 	
		Work commenced and completed in remaining 6 Hep C hotspots Point of Care sites and transfer kits to remaining 8 sites.	Completed in 6 hot spot sites and switched Point of Care machines to remainder 8 sites for continued testing.		
		Commenced 6 month Hep C testing in at least 1 prison.	Completed. Point of care testing active in Stryal Prison March 2019. Considered to be first Prison in UK to commence ongoing testing on site. Testing a targeted cohort, 51 tests completed with 40% positive rate to date.		
		Hep C Agreed support from the Operational Delivery Network and commenced detection testing and treating in at least 2 GPs within Manchester CCG	Locality amended. Stockport locality workshop completed March with recommendation to explore 2 practices for delivery Q1/2. HEP C general update: Continued engagement with key stakeholders. Project governance developed including the establishment of the HEP C Steering Group. Continued Point of care testing in pharmacies across GM. PPIE inclusion in HEPC project planning/activity. PPIE inclusion in HEPC project planning/activity.		
9.2 Establish a fully integrated health and social care system to break down historic barriers and improve outcomes for all residents and patients	Amber rating reflects variation in the maturity of integrated commissioning and provider arrangements across 10 localities	Support and recovery programme with localities delivered	Series of LCO masterclasses completed drawing on local, regional and national expertise.	<ul style="list-style-type: none"> • 3rd paper of LCO development to be received by PEB. Outlining progress in last 12 months and look forward to 2019/20 objectives and support package- including establishment of 10 LCO chief officer group. • Focus on implementation and impact of proactive LCO's neighbourhoods - demonstrated with a collation of metrics and stories. 	<ul style="list-style-type: none"> • 4th paper on LCO development to identify objectives and support package for 2020/21 • Greater focus on developing place-based integration, (GM unified public service) the role and contribution of LCOs as population health management systems.
		Worked with localities to enact recommendations from Single Commissioning Functions review	Peer review process of local SCFs completed, paper and recommendations received Partnership executive Board.		
9.3 Implement a Mental Health programme and Investment Proposition to improve access and deliver parity of esteem between mental and physical health		Launched GM Green Paper Trailblazer Programme for Mentally Healthy Schools	Currently in the process of delivering Phase 2 of the programme – 64 schools and colleges Mobilised working with HEE to train MH Support Teams from Feb 19 onwards	<ul style="list-style-type: none"> • Phase 3 Mentally Healthy Schools will commence from September 19 – 125 schools and colleges • Liaison Mental Health Stockport recruitment being progressed, Bolton - Phase 2 recruitment has commenced 	<ul style="list-style-type: none"> • Liaison Mental Health other sites are due to be phased in across 2019-21 • Development of a single GM wide service specification, implementation for April 2020 • Continued collaboration and improvements within services to deliver the AWT for 20/21.
		Teams for Salford, Oldham & Manchester Liaison Mental Health fully recruited	Salford - all staff now in post Manchester - 96% of staff have now been recruited to Oldham service launched		
		Clarified GM needs and demand for ADHD and Community Eating Disorder service. Identified CAMHS graduates and those not known to services	Continuing to support the embedding of 12 GM agreed standards of care for CYP with ADHD across GM		
		Nursing recruitment campaign delivered and evaluated	Phase 1 delivered and evaluation underway	<ul style="list-style-type: none"> • Complete phase 1 evaluation and deliver phase 2 of Nursing recruitment campaign 	<ul style="list-style-type: none"> • Complete full evaluation of Nursing recruitment campaign • Ensure continuous service commitment embedded
		Evaluated the first year of implementation of the continuous service commitment	Evaluation underway		

9.4 Implement a H&SCP Workforce strategy to ensure our workforce is supporting new models of care		Launched a guaranteed employment scheme	Scheme under development	<ul style="list-style-type: none"> Explore expansion and further development of commitment. Launch guaranteed employment scheme Build locality webpages in collaboration with Employers for Carers to further support toolkit roll out Continue to deliver against workforce race equality action plan Hold Health & Care Champion Awards ceremony Priority areas agreed and business case for further roll out completed of leadership programme for Registered Managers Aspiring Manager pilot cohort identified, programme content co-designed and delivery commenced 	<ul style="list-style-type: none"> Continue to deliver against workforce race equality action plan Agree plan for next year Delivery of wider locality roll out of leadership programme for Registered Managers commenced Evaluation of Aspiring Manager pilot and plan for sustainability drawn up
		Rolled out the best practice toolkit for employers to support working carers	Toolkit co-designed with carers and rolled out across GM on Carers Rights Day November 2018		
		Commenced implementation against the action plan to address workforce race equality	Action plan developed with deliverables and key milestones		
		Opened nominations for the Health and Care Champion Awards 2019	Nominations opened and closed March 2019		
		Completed and evaluated the pilot leadership programme for Registered Managers	Pilot programme completed in December 2018 with initial evaluation January 2019		
		Developed a future manager programme framework for Care Homes and Care at Home across GM	Key success factors from evaluation of the pilot Registered Manager programme agreed to form an 'Aspiring Manager' framework		
9.5 Make significant progress in reconfiguring acute services to ensure we have high quality, consistent clinical standards across hospital care	Amber rating reflects the time requirements and risk in delivering a complex and wide ranging transformation programme across a significant range of sites, involving many providers and all commissioners.	Options presented to Joint Commissioning Board on collective impact of care models	Neuro-rehabilitation model of care agreed and progressing to draft Business Case. Options appraisal of other Models of Care with JCB postponed during election purdah. Programme Board review of options recommended revision to two clinical models before options can be taken o JCB.	<ul style="list-style-type: none"> Neuro-rehabilitation model of care Business Case for approval at JCB in June 2019. Other models of care: Options appraisal to JCB planned for May – July 2019. Decision making steps from July 2019. Assurance, health scrutiny and business case planning underway. Creation of aligned GMCA/GMHSCP Information Governance and Cyber Security Roadmap and appropriate aligned IG framework. Secure approval of Prehab4 Cancer PAF Work to develop with Industry partners a specification for a Prehab4 Cancer Digital platform solution to support ERAS+ programme Wigan and Tameside are also in talks with the ERAS+ Clinical Lead about expanding their enhanced recovery offer. 	<ul style="list-style-type: none"> Develop digital platform with a testing plan
		Recruited information systems leadership roles	Staff Recruited into Information Leadership Roles.		
		Additional 3 sites activated and ERAS active across all sites.	Using GM opportunities, joined with ERAS programme and prehab for cancer (GM Cancer initiative), resulting in Prehab 4 Cancer PAF developed for approval by IPMC which supports ERAS+ programme led by GM Cancer ERAS+ scaled up successfully from the MRI to six sites in Greater Manchester through funding from The Health Foundation awarded to MFT (Stepping Hill, The Christie, Wythenshawe, Salford Royal, Royal Oldham (+NMGH), Royal Bolton Hospital). ERAS+ is embedded at the original pilot site of MRI.		
		Agreed funding and procurement routes for digital platform.	There is a GM ERAS+ website which is a resource for patients, relatives and healthcare professionals. An ERAS+ app has also been developed and is live to support patients through the programme. Milestone complete		
		Programme evaluated with partners.	Evaluation is in progress across all of the sites funded (supported by Haelo), and data has been collected on over 1200		

			patients so far from the scaling up funded sites, and including MRI patients nearly 2500 ERAS+ patients across GM.		
9.6 Ensure delivery of the Primary Care Reform Strategy to improve patient access and put primary care at the centre of place-based delivery models		Completed quarterly monitoring of 7 day GP access programme	This milestone is on track: Monitoring of 7 day access collected quarterly as part of the Primary Care Reform Programme monitoring process	<ul style="list-style-type: none"> Continue to collate quarterly monitoring information of 7 day GP access Continue to collate case studies of reform programme on a quarterly basis Continue to roll out Active Signposting and Clinical Correspondence training All 10 localities for GM will have a commissioned social prescribing model. To develop approach to and measure impacts of social prescribing across whole of GM. Support completion of social prescribing IT business case. Develop stories from varying perspectives to highlight the value of social prescribing to different parts of the system. Programme ceases Sep 2019 Secure necessary system level agreement for IG arrangements to enable Graphnet integration or development of an alternative approach. Sharing learning of the approach taken to resolve system level issues re IG and data sharing. Planning for Go live where feasible with alternatives in place where needed, dependant on IG resolution and Graphnet integration. Roll out across 10 CCGs with training planned and undertaken for all GPs Q2 /3. Graphnet integration enabling data fluidity to improve and demonstrate patient benefits and safety. 	<ul style="list-style-type: none"> Embed 7 day additional access as part of local neighbourhood offer Ensure additional access appointments are offered routinely alongside 'in-hours' appointments Ensure direct booking is in place from NHS 111 into additional access hubs (where technology allows) Ongoing areas to be considered and developed follow programme: <ul style="list-style-type: none"> Integration of PCN link workers with existing schemes. Consideration of a GM social prescribing outcome framework. How to we drive forward improvement of existing models and learn across GM what is successful and what is not. At least 307 GP Practices adopting Pincer. Complete training for GPs. Sharing learning following roll out.
		Developed case studies that demonstrate difference reform programme is making to public and workforce	This milestone is on track: Case studies are collected from each locality on a quarterly basis		
		Delivered training sessions for frontline admin and clerical staff	This milestone is on track: Over 1500 clerical and admin staff trained in Active Signposting and Clinical Correspondence		
		Social prescribing approaches rolled out through Person and Community Centred Approaches programme	<p>Contacts and relationships developed with Social prescribing leads in all 10 areas.</p> <p>Engaged wide number of stakeholders in GM Social prescribing network. Network meetings kicked off – 1 held to date.</p> <p>Close working links with NHSE national and NW Social prescribing networks. Development of a bid to fund a Social prescribing platform.</p> <p>Contribution to the development of social prescribing outcomes frameworks in partnership with University of Westminster (UWM) and within GM. Understanding of the structure and model of Social prescribing schemes in 10/10 areas of GM.</p> <p>Direct contact made with Social prescribing leads in 10/10 areas of GM with engagement in the SP network across all areas.</p> <p>Completion of structured fact finding interview with key commissioners and providers in 6/10 areas of GM. In depth ongoing support relationships developed with Bury and Trafford who have not yet commissioned Social prescribing schemes (total of 7 contacts to date).</p> <p>Ongoing support requested and agreed with Rochdale and Salford at an oversight/steering group level. An understanding of the key strengths, challenges, progress and areas for further work across Manchester as a whole.</p>		
	Established GM Medicines Optimisation Advisory Group, with agreed localities to lead on activity. Training & delivery roll out.	GMMMG is established and implemented. Milestone complete			

		Potential to expand Pincer (a tool to reduce medication errors) through SMASH (dashboard on medication safety) working with PRIMIS (audit tool for primary care data) and GM partners investigated	Pincer through SMASH: 128 GP practices using the agreed Pincer alternative SMASH dashboard (43 GP Practices) and either Pincer 1 or Pincer 3 (85 GP practices added in Q4). SMASH Dashboard development continuing with support to all 10 CCGs to go live during 19/20. IG activity underway to enable data sharing System engagement to secure interest and buy in from all CCGs		
9.7 Deliver Adult Social Care Transformation as part of integrated care models across GM		Introduced 'bed state' tracker and GM Quality dashboard	9 of the 10 localities have a bed state tracker, final locality is at the procurement phase	<ul style="list-style-type: none"> • Bed state tracker and quality dashboard linked to Tableau to get GM picture • DSPT toolkit to be completed by 80% of homes • To undertake a deep dive with localities re number of falls to understand most effective programmes • Pilot alternative model of supervision where not currently offered • Link with national community of practice for Trusted Assessors • Care home open day in Jun 2019, to be celebrated in all localities with VIPs to raise profile • To understand the Primary Care and GP "offer" and cost • To maintain trajectory and work localities that are not achieving the improvements at rate needed • Priority areas identified and agreed and business case for further roll out. • Localities to confirm delivery plans. Delivery of agreed priority programmes to commence. • Recommissioning of the contract for the GMICSN • Host GM Carers Summit in May to refocus programme priorities for 19/20. • High level action plans are being developed by localities which will be submitted to the programme by June 2019. 	<ul style="list-style-type: none"> • Informed commissioning decisions to ensure commissioning intentions meet need • Communication between sectors via email • Programmes to be linked to new NHSE Falls guide and toolkit • Clinical supervision to be offered to all registrants with the aspiration for this to reflect neighbourhood model • All locality's to have adopted Trusted Assessors model • Ongoing sharing of positive news stories • Care home support enacted within GP contract to understand and adopt what this needs to look like • At least 75% Care Homes rated Good or Outstanding in all localities, and zero 'inadequate' rated care homes • All localities to complete detailed implementation plans based on the GM Carers Charter and GM Exemplar Model by Autumn 2019. • A GM confirm and challenge session for Carers to review localities implementation plans expected in October 2019.
		NHS IG toolkit and NHS mail rolled out	Delay as funding needed to employ trainers delayed until April 2019		
		Worked with Health innovation Manchester to reduce falls	All localities have a falls programme. Though differ in each locality		
		Developed clinical supervision & other support for registered managers	Buddy system offered to all RMs in GM. Supervision offered in 4 localities, other models being explored where this is not happening, possibility to pilot in Manchester		
		Developed a support network for Trusted Assessors to share best practice	Support network has been developed		
		Shared positive news stories to acknowledge and value good practice	Positive stories shared with Comms		
		Held good practice workshops re new models	Enhanced Health in Care homes model self-assessments remain part of quality metrics		
		Targets have been agreed with support to colleagues aimed at achieving at least 75% Care Homes rated Good or Outstanding in all localities, and zero 'inadequate' rated care homes, by April 2020	Some localities have already achieved the target		
		GM Leadership Development Programme for Registered Managers completed and evaluated. Evaluation then used for development of framework for the embedding of key development principles in Registered Manager training commissioned within localities.	Pilot programme completed with positive outcomes reported through evaluation		
		GMICSN website and newsletter launched. Joint 'manifesto' developed between GMSHCP & GMICSN	Website in place, newsletter launched. Manifesto being developed alongside provider partners		
	Planned for the communication and engagement even with the Care Home test sites will continue	Event scheduled for 2 nd May with Teaching Care Homes Providers to progress TCH work and share best practise.			

		<p>TCH programme is due to go live and the launch is being managed through a task and finish group</p>	<p>Launch event in Feb 19 and further event in May 2019.</p>		
		<p>The programme (working with carers and locality representatives), will have utilised the GM Exemplar Model for Carer Services to develop a 10 locality Carers Action Plan, to extend the support to carers and to ensure a consistently available support offer for all carers across GM.</p>	<p>Throughout Winter 18/19, the programme undertook detailed review of each locality position in relation to the Carers Charter and GM Exemplar model for Carers.</p> <p>A detailed progress report was provided to the GMHCB in January 2019, which set out key recommendations for 19/20.</p>		
		<p>Driven progress in relation to 6 key delivery areas:</p> <ol style="list-style-type: none"> 1. Person centred care & support, 2. Quality, 3. Workforce, 4. High impact models, 5. Technology & innovation, 6. Reforming the wider system <p>Worked with localities to understand requirements and refine the critical elements of the model for the reform of care at home.</p> <p>Developed a provider co-production plan with aim to test the model out from their perspective</p>	<p>Milestone activity updates incorporated in above updates Milestone complete</p>		

GMS Priority Ten - An Age-Friendly Greater Manchester

Select Area

Greater Manchester



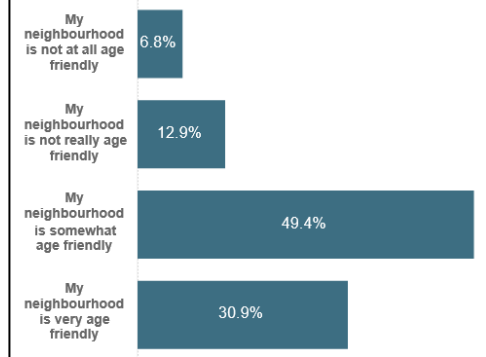
The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority Ten- An age-friendly Greater Manchester". For more information, including to navigate to supplementary dashboards, please select the indicator text below.

By 2020, 90% of people aged over 50 in GM will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017



80.3% of people aged over 60 in eight GM localities identified their neighbourhood as "very" or "somewhat" age-friendly, as reported by the Ambition for Ageing programme in the year to April 2019*

6.4 percentage points behind the target trajectory, and largely unchanged from the year to April 2018 (80.3%)



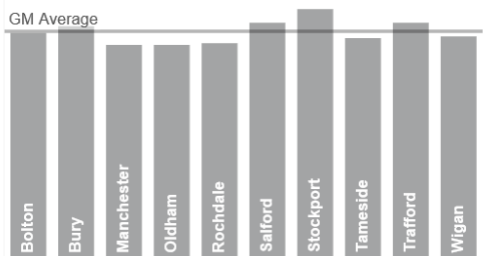
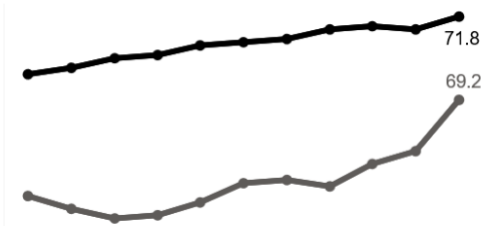
*Looking to modify this measure to capture data for all 10 localities through a potential new GM measure

By 2020, 5,000 more 50-64 year olds will be in **employment**, relative to a June 2016 baseline of 316,000



69.2% of 50-64 year old Greater Manchester residents (344,500) were in employment in the period covering Oct 2017-Sep 2018

A change of **9,300** compared to the previous period **6.0% (16,101)** higher than the target trajectory

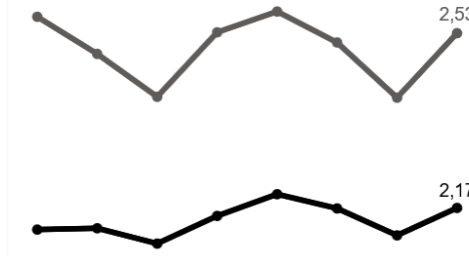
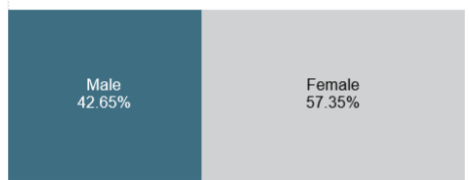


In 2015/16, there were 10,426 **hospital admissions due to falls** amongst GM residents aged over 65. By 2020, we will have reduced this to fewer than 9,700 falls p/a



2,531 hospital admissions for falls per 10,000 GM residents aged >65 in 2017/18 (**10,851** in total)

A change of **133** per 10,000 higher than the previous year

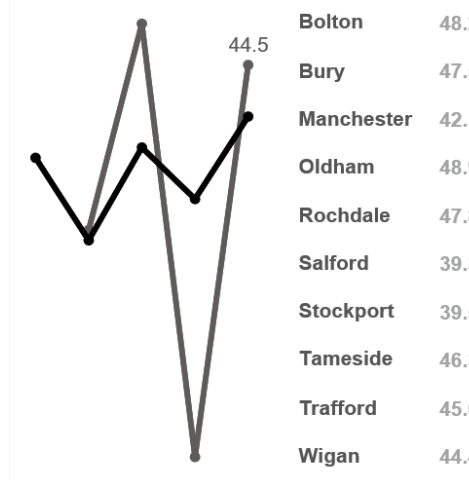


By 2020, we will meet or exceed the national average for the proportion of adult social care users who have as much **social contact** as they would like



44.5% of adult social care users in **Greater Manchester** had as much social contact as they would like as of 2017/18

0.5 percentage points from the England average **3.8 percentage points** higher than the previous year



Supporting Indicators

In 2017/18, there were **766** admissions to residential and nursing care per 100,000 GM residents aged >65



A change of **-54.3** on the previous year

Above the 2017/18 England average of **569 per 100,000**

42.6% of deaths in GM during 2018 occurred at the person's usual place of residence



A difference of **-0.1%** since the last time period

-4.2 percentage points from the England average

Context and challenges

- Updated data were available for three of the headline measures under Priority 10: the extent to which people identify their neighbourhood as age-friendly; 50-64 year olds in employment; and hospital admissions due to falls. In addition, new data have been released on one of the supporting indicators, deaths in a person's usual place of residence.
- There has been no change in the proportion of people aged over 50 identifying their neighbourhood as 'very' or 'somewhat' age-friendly, as reported by the Ambition for Ageing (AfA) programme. Performance is rated amber, but the gap relative to the expected target position widened compared to the October 2018 performance report, from underperformance of 1.1 percentage points to 5.5. More recently, AfA has had a stronger focus on engaging with GM residents who are more excluded and socially isolated, which may be an explanatory factor.
- Consistent with data reported under Priority 2 and 4, progress on the 50-64 year old employment measure has been good, with a further significant increase compared to the previously reported period. The gap with the England average had narrowed further, but not closed.
- The rate of hospital admissions due to falls for over-65 year olds in GM increased in 2017/18 compared to the previous year, moving this measure from an amber to red performance indication. The proportion of deaths in GM occurring at a person's usual place of residence was largely unchanged, but remained lower than the national average.
- GM is seeking to address the challenges of an ageing population with a positive vision of ageing, set out in the GM Age-Friendly Strategy, with key actions highlighted in the GMS Implementation Plan update. Ageing Hub partners have developed age-friendly neighbourhood plans across all GM localities, based on local needs assessments, and GreaterSport *Active Ageing* programmes have been launched in eight localities. We are well on the way to achieving 50 age-friendly communities by 2020; under the Mayoral Challenge, being jointly delivered by GMCA and the GM Centre for Voluntary Organisation (GMCVO), 32 communities have already been accredited. The February 2019 *Doing Ageing Differently* conference attracted more than 300 delegates from GM and further afield.
- A study is currently underway to identify a new suite of indicators for the Age-Friendly Strategy, with support from the Centre for Ageing Better (CfAB). Once concluded, the current set of Priority 10 measures will be refreshed for future reporting.

Priority 10 (An age-friendly Greater Manchester)

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
10.1 Put in place a network of Age-friendly neighbourhoods across GM		Action plan produced jointly with TfGM by December 2018	Completed action plan with TfGM and partners which agrees 8 strategic priorities for improvements in transport for older people	<ul style="list-style-type: none"> Begin implementation of Age-Friendly Transport Plan Ageing Hub Partners to support implementation of district AF neighbourhood plans, including provision of data and supporting materials, convening GM meetings and supporting local meetings, based on assessed need Proposal presented to Reform Board to support a programme of neighbourhood models which support ageing in place. Subject to Reform Board approval, establish a Programme Board and implementation plan Implementation of Active Ageing Programmes 	<ul style="list-style-type: none"> Continued delivery of Age-Friendly Transport Plan Continued support to districts to enable delivery of Age-Friendly neighbourhood plans Subject to Reform Board approval, delivery of agreed Implementation Plan Continue delivery of Active Ageing Programmes
		Local Age Friendly Plans in place by March 2019	Work has been undertaken with all district to ensure a local AF neighbourhood plan is in place		
		Take a Seat Launch in Tameside	Take a Seat launched in Tameside with Portfolio Leader.		
		Continued delivery of programme by GreaterSport	Active Ageing Programme, 8 local areas have successfully secured funding and have launched programmes. UoM evaluation of delivery is underway		
10.2 Design and deliver employment support programme for people aged over 50	Wider roll out and delivery of programme subject to DWP negotiations	Evidence review will be completed by Jan 2019, with interim mapping of the evidence review produced by mid-October 2018. Key lines of enquiry established to test new service offers and initial pilots agreed.	Evidence review completed, areas for action identified. Agreement from DWP to progress actions not secured.	<ul style="list-style-type: none"> CFAB and GMCA agreed programme, further negotiations with DWP undertaken seeking to secure commitment to delivery 	<ul style="list-style-type: none"> Subject to outcome of DWP negotiations, delivery underway
10.3 Deliver a series of GM showcasing events , positioning GM as global leader in Ageing		Appoint successful delivery partner on ESPON research on urban ageing	Appointed and launched in Brussels in Jan 2019 – 12 month programme	<ul style="list-style-type: none"> Delivery underway Second edition of Ageing Hub Digest – showcasing GM practice and thinking Publish Understanding economics of Ageing in GM report Phase 2 Mayoral Challenge to be launched July 2019 Participation at Silver Economy Forum held with Global coalition on Ageing in Helsinki 	<ul style="list-style-type: none"> Delivery completed Dec 2019, report published with recommendations for European cities Phase 2 communities awarded Support GMCVO Ambition for Ageing conference
		Deadline for applications Dec 2018, winners announced at GM Age Friendly Conference Feb 2019	Mayoral Challenge – Age Friendly Communities Challenge, 32 communities accredited. Doing Ageing Differently Conference held 300+ delegates.		

Enablers and ways of working

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Oct 2018 – Mar 2019 Milestone	Oct 2018 – Mar 2019 Milestone Performance Update	New Milestone Apr 2019 – Sept 2019	New Milestone Oct 2019 – Mar 2020
<p>11.1 Put in place new ways of working with the VCSE sector, including new approaches to funding, building on the accord</p>		<p>Through the school readiness programme, work with localities to embed commissioning principles at local levels.</p>	<p>Discussions ongoing about what good commissioning of the VCSE looks like and how it links with LCO's. Research has been undertaken by Darren Knight of Bolton CVS on the understanding and readiness of LCO's in terms of commissioning from and with the sector. Work has also been done regarding particle principals for commissioning communities off identity and Paul martin of LGBT Foundation is leading on this. Finally the discussions on how we use the best practise found in some localities to embed change in other has evolved into a distinct VCSE project with the commissioning hub.</p>	<ul style="list-style-type: none"> • Undertaking a system wide review of current commissioning arrangements of the VCSE sector; • Conduct a listening exercise with the sector to understand current challenges, constraints but also exemplar models • Develop a Framework to support commissioners including options for investment/procurement etc. • 'Elephants' Projects in all 4 pilot localities will be operational • Engagement with all sector partners around draft policy paper and launch in summer 2019 	<ul style="list-style-type: none"> • Launch the framework and support its implantation and usage across localities and at a local level. • Completed and reviewed learning of 'Elephants' pilots around wider working for coproduction in GM • Develop implementation plan for accord and policy paper
		<p>Scope for the second phase of 'Elephants' project agreed, aligned to the Leaders in GM programme..</p>	<p>Programme scoped and agreed, delivery commenced aligned to Leaders in GM programme</p>		
		<p>Develop Implementation Plan for VCSE Accord</p>	<p>GM Devolution VCSE Reference group developing policy paper to sit with the accord and describe transformation of the sector in the next 10 years</p>		
		<p>VCSE Funding Pilot ongoing until Mar 19 and be evaluated by end of 2019.</p>	<p>Good relationships and communications established, support to engage with policy developments, work commenced on Implementation Plan– further activity relates to milestone above Milestone complete</p>		
		<p>VCS engaged to co-design and shape the GM Information Governance Framework</p>	<p>Draft framework completed with common principles agreed. VCSE IG group established and linked into GM governance. Milestone complete</p>		
		<p>Undertake scoping work for possible better uses of existing academic and VCSE generated data</p>	<p>VCSE IG group established. Data sharing and visibility being enabled via Tableau for core datasets. Funding to take forward wider work by VCSE sector not secured. Milestone complete</p>		

<p>11.2 Develop a GM approach to public service workforce development and the redesign of future roles, promoting the use of asset based approaches within all frontline practice</p>		<p>Have set vision for the GM public service workforce, and developed a shared plan for achieving this, which is directly informed by the workforce reform required.</p>	<p>Joint paper with H&SC with identified priorities for workforce reform for both H&SC and wider public services</p>	<ul style="list-style-type: none"> • Agreement of priorities agreed by Workforce Executive, then refresh governance arrangements to drive delivery within context of white paper 	<ul style="list-style-type: none"> • Leaders in GM programme, designed, funding secured and delivery underway
<p>11.3 Adopt new ways of using data and intelligence, to ensure it drives system reform and performance management, based on what matters to people</p>		<p>Worked with at least one locality to identify the required steps to developing a risk stratification model, and how that approach can be scaled across other localities in GM.</p>	<p>Risk stratification tool designed and tested with 3 localities (Wigan, Manchester and Stockport) relating to school readiness.</p>	<ul style="list-style-type: none"> • GM wide approach in design. Working with ICO & Cabinet Office on information governance. • Scoped other cohorts for stratification e.g. CSE • Work continues with 3 localities to capture data flows and enter into information sharing gateway • Agreed approach to ongoing forward engagement with residents • GM Information Strategy and principles signed off and launched. • Housing Provider IG group established. • Review undertaken of where Information Board is positioned within GM governance 	<ul style="list-style-type: none"> • Risk stratification been utilised for priority programmes, including school readiness, homelessness, NEET and Troubled Families • Information toolkit / blueprint in place to allow localities to deliver information sharing to support more consistent service delivery • Explore opportunities to undertake refreshed exercise with public to ascertain any shifts in public trust of data sharing • Implementation, further development and ongoing monitoring of GM Information strategy • Developing and building on established governance arrangements, ensuring effective oversight and drive of IG services
<p>Worked with at least one locality to map the information sharing requirements of integrated delivery in place, and stored Information Sharing Agreements within the GM Information Sharing Gateway. Information Board to agree KPIs and monitoring of adoption linked to key programmes of work such as Integrated Digital Care Record</p>	<p>Worked with 3 localities to map data flows for varying stages of implementation of place based working and hub functions</p>				
<p>Research findings shared with GM Information Board and wider stakeholders to ensure the information is used within project areas and informs strategy. Scoped a public campaign to raise public awareness of the benefits of information sharing.</p>	<p>Citizen engagement work completed and feeding into both GMCA and H&SCP programmes and wider IT framework</p>				
<p>Established the GM Information Board GM information strategy and underpinning processes defined and approved.</p>	<p>Board established and meeting regularly. Strategy scope and priorities agreed by Board. GM information principles drafted, agreed by Board.</p>				
<p>Strategic alignment to GMCA IG service and re-purposing of the Greater Manchester Shared Service IG function completed. Gain approval on implementation plan, employ dedicated resource as per the GMCA's IG service structure.</p>	<p>Existing GM IG groups have been better aligned to fulfil their roles in supporting the GM Information Board. New charity & voluntary sector IG group established. AGMA IG role established as part of GMCA team</p>				

11.4 Implement place-based integration models in every locality in GM, including VCSE organisations and SMEs; aligned to the development of Local Care Organisations serving 30-50K neighbourhood populations		10 locality plans in place, setting out how they will implement the system standards, supported by investment from transformation funds including the Reform Investment Fund & Health & Social Care Transformation Fund.	10 plans in place. Public services white paper developed based on learning from the 10 locality plans.	<ul style="list-style-type: none"> Agreed framework for implementation for new ways of delivering public services at scale. Engaged with all 10 localities to support further development of local plans to embed public service reform and transformation. Fully developed proposition for SR submission. 	<ul style="list-style-type: none"> Agreed asks of Gov for necessary policy changes. Arrived at GM current position against 6 key features of white paper
11.5 Put in place Public Service Hub functions in every district, based on GM standards	Complex area responding to specialist demand, resulting in limited likelihood of consistent GM	10 locality plans in place, setting out how they will implement the GM standards, including a public service hub function. Work will have been done locally to understand the connectivity with integrated neighbourhood delivery functions.	Work has been undertaken to develop an understanding of specific elements of the Hub function, focused activity undertaken with Bury. Further work to be delivered to reach consensus on GM approach.	<ul style="list-style-type: none"> Respond to findings from GMP led review of existing GM Public Service Hub functions, develop appropriate next steps. 	<ul style="list-style-type: none"> Further development and work undertaken to bring together public service hub functions across GM
11.6 Develop integrated whole system approaches to budget setting and resource management that consider the impact of decisions at place level	Expected system approaches will be in place by 2020, however complexity of systems involved suggests embedding of new techniques will be in very early stages by 2020	Tested agreed approach with more localities and identified options for scaling across GM.	Articulated success criteria for shared financial resource across GM. Methodology designed, work undertaken with Tameside.	<ul style="list-style-type: none"> Continued testing of methodology with Tameside. Established community of practice 	<ul style="list-style-type: none"> Shared learning, tools and techniques across GM for wider adoption.
11.7 Design and adopt a place leadership approach universally across GM, including single locality leadership arrangements		Developed an approach to the sustainability and scalability of a place-based leadership approach across GM. An evaluation of Leaders in GM, and high level design of phase 4 will be completed.	Articulated what good looks like for leadership and governance. Agreed approach to implementation of GM model via the developed White Paper Evaluation undertaken and informing Leaders in GM work – further work delivered under 11.2 Milestone complete	<ul style="list-style-type: none"> Worked with localities through further development of their local plans to implement place based leadership and governance arrangements, and through this understand implications for refresh of GM governance and leadership arrangements 	<ul style="list-style-type: none"> Work ongoing to understand the implications for GM governance and leadership arrangements, and changes being made as appropriate.
11.8 Release public sector owned land and property for regeneration, housing and growth via the One Public Estate Programme		Continued expansion of the GM OPE Programme including OPE Phase 7 submission in November 2018	OPE programme focused on projects across GM - focus on Gorton Hub to get on site in 2019. Range of projects delivered around H&SC, estate reviews (alongside LAR work). All projects supporting service transformation and unlocking land for growth	<ul style="list-style-type: none"> Continued delivery of projects in completion in line with agreed delivery timescales and requirements. Continue to support Town Centre Challenge and Housing Delivery through unlocking of public sector assets. 	<ul style="list-style-type: none"> Gorton Hub on site and delivering. Wider projects underway and preparation of new OPE projects.
11.9 Deliver Neighbourhood Asset Review Programme, providing integrated place based approaches to review of assets, services and needs		Completed all programmed NAR and GM Wide NAR. Defined Project implementation plans and outcomes for completed NAR.	Completed Salford and Rochdale Locality Asset Reviews. Work delivered to identify potential benefits and outputs for Salford and Rochdale	<ul style="list-style-type: none"> All programmed Locality Asset Reviews and GM wide LAR completed June (7 remaining districts) Focussed development of GM wide overview of programme, outputs and benefits 	<ul style="list-style-type: none"> Implementing Locality Asset Reviews in all districts Implementation underway

11.10 Have adopted a GM Spatial Framework to provide a planning framework for future development and growth across GM		Consultation undertaken on revised draft GMSF	Completed in March 2019	<ul style="list-style-type: none"> Analysis of GMSF consultation responses and development of revised draft 	<ul style="list-style-type: none"> Revised draft GMSF consultation to be delivered
11.11 Develop new investment models through reform investment fund to deliver reform priorities		Strategy agreed for the GM Reform Investment Fund that moves it beyond the existing terms of the MoU with Government towards a more sustainable vehicle for investing in reform at greater scale and leveraging local / government funding and social investment – events will have taken place to support thinking on this.	Event held with GoLab to explore opportunities to scale fund. Agreement in principle from CX for future of fund in context of SR 3 proposal agreed for testing principles against Been exploring social investment opportunities through robust business case development	<ul style="list-style-type: none"> Invested in 3 proposals via Reform Investment Fund Developed ask of Gov for SR submission 	<ul style="list-style-type: none"> Established new relationship agreement with Gov on scale and operating principles for RIF for GM
		Agreement will have been reached around priority areas for funding through RIF for 19/20.	Agreement reached for 3 investment proposals – NEET, homelessness prevention and vulnerable and marginalised women Milestone complete		
		Progress reports received on early investments in ICO and Work & Health programme.	Update at 11.3 - Milestone complete		
11.12 Continue to develop and invest GM's core investment funds		Continue to develop and invest GM's core investment funds	<p>New business investment strategy approved</p> <p>Committed GM Investment funds in line with profile</p> <p>£9.4m committed to GM businesses. 540 jobs created / safeguarded. 962 housing units to be developed. £31.1m of private investment leveraged by businesses. 71,500 sqft of commercial space to be developed.</p>	<ul style="list-style-type: none"> Continue to develop and invest GM's core investment funds Approval of revised GMHILF Investment Strategy 	<ul style="list-style-type: none"> Continue to develop and invest GM's core investment funds
11.13 Develop a Local Industrial Strategy with Government which further progresses GM's immediate devolution asks		GM LIS document published in March 2019	Milestone update and ongoing activity at 4.1- Milestone complete		
11.14 Develop a long-term devolutionary settlement – including policy freedoms & flexibilities, financial settlements, fiscal tools and regulation		Engagement with officials as the Spending Review begins, and further development of GM's propositions	Spending review submission in development	<ul style="list-style-type: none"> Spending Review submission submitted to Gov 	<ul style="list-style-type: none"> Respond to outcome of Spending Review

Glossary

Acronym	Meaning
100RC	100 Resilient Cities
A Bed Every Night	A programme to provide a bed every night for every single person who sleeps rough in GM over the winter months along with support to help them stay off the streets for good.
Active Ageing	The programme aims to i) support inactive older people (aged 55+) to achieve at least 30 minutes of moderate intensity physical activity per week and ii) build the evidence base about this group in terms of their behaviours and attitudes, how they should be targeted and what approaches do and don't work.
ADHD	Attention deficit hyperactivity disorder
AEB	Adult Education Budget
AF	Atrial fibrillation
AfA	Ambition for Ageing – programme aimed at creating more age friendly places and empowering people to live fulfilling lives as they age.
AGM	Annual General Meeting
Alcohol Exposed Pregnancy	A programme that works to address the harms of drinking alcohol during pregnancy with particular focus on prevention - reducing alcohol use prior to and during pregnancy.
AOC	Association of Colleges
AWT	Access and Waiting Time
BAU	
BBC	British Broadcasting Corporation
BEIS	Department for Business, Energy and Industrial Strategy
BIT	Behavioural Insight Team
Bridge GM	Greater Manchester's mechanism to strengthen ties between business, education and careers providers in order to ensure that GM provides young people with a careers programme fit for the 21st Century
CA	Combined Authority
CAB	Citizen's Advice Bureau
CAMHS	Child and Adolescent Mental Health Services
CCG	Clinical Commissioning Group
CEC	Careers and Enterprise
CfAB	Centre for Ageing Better
CfL / C4L	Curriculum for Life - Curriculum aimed at equipping children and young people with the skills and knowledge needed to succeed in the real world (including Personal, Social, Health and Economic education)
CFO	Co Financing Organisation
CITB	Construction Industry Training Board
City of Trees	Aims to re-invigorate Greater Manchester's landscape by transforming underused, unloved woodland and planting a tree for every man, woman and child who lives there, within a generation.
COPD	Health Innovation Manchester is bringing together resources from the NHS, social care and pharmaceutical industry to ensure that every person with Chronic Obstructive Pulmonary Disease (COPD) has access to equitable, high quality care. The GM COPD programme will adopt a holistic approach focused around patient empowerment, improved primary care and locality leadership.
CORC	Child Outcomes Research Consortium
CPD	Continuous Professional Development
CQC	Care Quality Commission
CSE	Child Sexual Exploitation
CVD	Cardiovascular disease
CVS	Community and Voluntary Services
DCMS	Department for Culture, Media and Sport
DCS	Director of Children's Services
DfE	Department for Education
DfT	Department for Transport

Digital Talent Pipeline	A programme to create pathways from education into the digital industry for young people including; curriculum support and enhancement; teacher Continuous Professional Development (CPD); careers inspiration; quality digital apprenticeships; and industry placements.
DIT	Department for International Trade
DSPT	Data Security and Protection toolkit
DWP	Department for Work & Pensions
Early Help	A new programme to design and test an early intervention support system geared to support and advise individuals (with employment with health conditions or disabilities) who are at risk of falling out of work, or are newly unemployed due to their health complications and/or disabilities.
ECG	Electrocardiogram
Elephants	The Elephants project is both a research and practice based project that explores the issues around co-production in Greater Manchester. It brings together people that have lived experience of severe and multiple disadvantage with professionals to discuss and identify solutions to some of the issues that most effect people living in our communities.
EiP	Examination in Public
ERAS+	Patients undergoing surgery at six GM hospitals will be prepared for the experience in the best possible way using the Enhanced Recovery After Surgery (ERAS+) programme. The surgical pathway builds on the success of the in-hospital programme but expands it to include six weeks of pre-surgery patient preparation and post-hospital recovery six weeks after, with patients and their family supported through a Surgery School.
ERDF	European Regional Development Fund
ESF	European Social Fund
ESFA	Education & Skills Funding Agency
ESPON	European Spatial Planning Observation Network
EU	European Union
EV	Electric Vehicle
EYDM	Early Years Delivery Model
EYs	Early Years
FE	Further Education
FTE	Full Time Equivalent
GATSBY Benchmarks	The Gatsby Benchmarks are a framework of 8 guidelines that define the best careers provision in schools and colleges
GC	Growth Company
GCHQ	Government Communications Headquarters The GCHQ Engineering Accelerator aims to help start-ups in Manchester rapidly develop their products and services by providing business and technical mentoring to selected start-up companies to help them to grow.
GDP	Gross Domestic product
GDPR	General Data Protection Regulations
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMCVO	Greater Manchester Centre for Voluntary Action
GME SCN	Greater Manchester Eastern Cheshire
GMFM	Greater Manchester Forecasting Model
GMHCB	Greater Manchester Health and Care Board
GMHILF	Greater Manchester Housing Investment Loan Fund
GMHSCP	Greater Manchester Health & Social Care Partnership
GMICSN	Greater Manchester network of independent care sector providers
GMMMG	Greater Manchester Clinical Standards Board
GM Moving	A plan to reduce inactivity and increase participation in physical activity and sport, aligned to the GM Population Health Plan priority themes and reform agenda.
GMRAP	Greater Manchester Road Activities Permit Scheme
GMS	Greater Manchester Strategy
GMSF	Greater Manchester Spatial Framework

Good Employment Charter	The Charter aims to support employers to reach best practice, helping them to grow and provide the good jobs GM needs
Gov	Government
GP	General Practice
GVA	Gross Value Added
HaES	Homes as Energy Systems
HEI	Higher Education Institute
HIF	Housing Investment Fund
HInM	Health Innovation Manchester
HMICFRS	Her Majesty's Inspectorate of Constabulary, Fire and Rescue
HMT	Her Majesty's Treasury
Housing First	Programme to identify and support people with entrenched homelessness into their own accommodation without placing conditions (such as abstinence) on them first. This gives them a base from which to take control of their situation and helps them acquire the support they need.
HRA	Homelessness Reduction Act
HS2	High Speed 2
HSCP	Health & Social Care Partnership
IAPT	Improving Access to Psychological Services
ICO	Information Commissioners Office
ICT	Information and Communication Technology
iDEA	Inspiring Digital Enterprise Award – A Duke of York programme that helps develop digital, enterprise and employability skills for free
IG	Information Governance
IGNITION	Innovative financing and delivery of natural climate solutions in Greater Manchester
IoT	Institute of Technology
IPMC	Innovation Prioritisation Monitoring Committee
IPR	Independent Prosperity Review
IT	Information Technology
ITT	Invitation to Tender
JCB	Joint Commissioning Board
JCP	Job Centre Plus
KPI	Key Performance Indicator
LA	Local Authority
LAC	Looked After Children
LAR	Locality Asset Review
LCO	Local Care Organisation
LEP	Local Enterprise Partnership
LGA	Local Government Association
LIS	Local Industrial Strategy
Made Smarter	Programme to support manufacturers, engineers, makers and creators with facilities or operations in the North West to grow through the adoption of new digital technologies.
Made to Move	An ambitious vision for cycling and walking in the region, led by Chris Boardman. The goals are to double and double again levels of cycling and to make walking the natural choice for as many short trips as possible.
MCC	Manchester City Council
MEMO	Manchester's Environment Map Online
Mentally Healthy Schools	A programme providing specialist mental health support for both pupils and teachers. Each school has a nominated lead for mental health trained to understand and spot the signs of mental health issues in children and young people such as anxiety and stress. Teachers are supported to work more effectively with pupils experiencing mental health problems and have had access to a specialist mental health team who provide advice, information and support.

Mental Wellbeing programme	GM wide system approach to helping people improve their wellbeing by using the principles of the 'Five ways to wellbeing' framework, which aims to improve physical and mental health, and protect people from loneliness and depression.
MHCLG / CLG	Ministry of Housing, Communities and Local Government
MMU	Manchester Metropolitan University
Motiv8	A programme to support people aged 25+ across GM who need support to get their lives back on track - whether they are experiencing issues with health, alcohol, drugs, domestic violence, debt, homelessness or other challenges.
MoU	Memorandum of Understanding
MVP	Minimum Viable Product
MRI	Manchester Royal Infirmary
MSOA	Middle Layer Super Output Area
My Wild City	An initiative to help reconnect people with their gardens and local green spaces in Manchester, creating wildlife corridors and green networks for both people and wildlife to move through.
NAR	Neighbourhood Asset Review – programme providing integrated place based approaches to review of assets, services and needs
NAS	National Apprenticeship Service
NAW	National Apprenticeship week
NEET	Not in Employment, Education and Training
NHS	National Health Service
NHSE	National Health Service Excellence
NLW	National living Wage
NP	Northern Powerhouse
NPR	Northern Powerhouse Rail
NW	North West
OFSTED	The Office for Standards in Education, Children's Services and Skills (Ofsted) is a non-ministerial department of the UK government, reporting to Parliament.
OPE	One Public Estate – national programme that aims to make better use of public-sector sites, free up space for new homes and create jobs.
PAF	Project Assessment Form
PCN	Primary Care Networks
PCP	Police and Crime Plan
PEB	Partnership Executive Board
PHE	Public Health England
PHV	Private Hire Vehicle
PINCER	A tool to reduce medication errors
Population Health	A plan setting out GM's approach to delivering a radical upgrade in population health
PPIE	Patient and Public Involvement and Engagement
Primary Care Reform Programme	The programme seeks to support GM's primary care workforce, ensure a system of resilience and develop primary care and its infrastructure. The programme's aims include: improved access to routine GP care and 24/7 Urgent Primary Care Provision.
PRIMIS	An audit tool for primary care data
Productivity and Inclusive Growth programme	Aims to create a single, coherent business support system for GM to deliver sustainable and inclusive growth for the GM economy. Activity includes: Start-up support, a Business Growth Programme, a Technology Co-Investment Fund and a Targeted Programme for larger businesses with the greatest potential to grow.
PRS	Private Rented Sector
PSR	Public Service Reform
PV	Photovoltaic
RAG	Red Amber Green
RESIN	An interdisciplinary, practice-based research project investigating climate resilience in European Cities
RESIN	Climate Resilient Cities and Infrastructures
RIF	Reform Investment Fund

RLW	Real Living Wage
SCF	Single Commissioning Function
SCN	Strategic Clinical Network
SEND	Special Educational Needs and Disabilities
SIB	Social Impact Bond
SiP	Strength in Places
SMASH	A dashboard on medication safety
SME	Small & Medium-sized Enterprise
SOBC	Strategic Outline Business Case
SR	Spending Review
STEM	Science, Technology, Engineering and Mathematics
STRIVE	A GM wide multi-agency approach to tackle domestic violence
T-level	T levels are new technical study programmes that sit alongside Apprenticeships within a reformed skills training system
T&Cs	Terms & Conditions
T&I	Trade & Investment
TCH	Teaching Care Home - encompasses both residential and nursing, leading and embedding a culture of collaboration for continuous learning and improvement. It is a recognised care home which has been developed to provide an education and learning environment for all health and social care staff, is a training and development centre for all health and social care staff and future health care professionals, including student nurses, social workers, etc.
TF	Transformation funds
TF2	Transport Fund 2
TfGM	Transport for Greater Manchester
TfN	Transport for the North
This is Me	A careers portal focused on apprenticeships, available 24-7 with all the support students need to prepare for their future. The site includes helpful tips and words of wisdom from employers, a video-based mock interview feature, and an 'elevator pitch' builder to help students ace that important interview.
Town of Culture	A Town of Culture award has been developed as one of the proposals in the GM cultural strategy. The competition will be launched summer 2019.
Transport Capital Programme	TfGM is responsible for delivering the capital programme of public transport investment in GM
UC	Universal Credit
UCAS	Universities and Colleges Admissions Service
UoM	University of Manchester
Urban Pioneer Programme	A programme testing new tools and methods for investing in and managing the natural environment
UWM	University of Westminster
VAWG	Violence against Women and Girls
VCS	Voluntary & Community Sector
VCSE	Voluntary, Community and Social Enterprise
W&H Programme	Work & Health Programme – similar to the Working Well programmes that precede it, the programme aims to support the long term unemployed and disabled people into sustainable employment across the city-region. It offers over 200 different health interventions through a key-worker based delivery model.
WELcomm	A Speech and Language Toolkit for Screening and Intervention in the Early Years
WHO	World Health Organisation
WW	Working Well - programme that supports people who are experiencing chronic/long term unemployment. Local services work with expert agencies to deliver individual support, focusing on specific barriers to employment. It combines physical and mental health support and advice on drug and alcohol problems, skills, education and housing.
YP	Young People