

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Friday, 25th October, 2019
TIME: 11.45 am
VENUE: Salford City Council, Salford Civic Centre, Chorley Road, Swinton, Salford, M27 5AW

AGENDA

- 1. APOLOGIES**
- 2. CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**
- 3. DECLARATIONS OF INTEREST (ATTACHED) 1 - 4**

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.
- 4. MINUTES OF THE MEETINGS HELD ON 27 SEPTEMBER & 7 OCTOBER 2019 (ATTACHED) 5 - 26**

To consider the approval of the minutes of the meetings held on 27 September & 7 October 2019.
- 5. MINUTES OF THE GMCA AUDIT COMMITTEE HELD ON 9 OCTOBER 2019 (ATTACHED) 27 - 34**

To note the minutes of the meeting of the GMCA Audit Committee held on 9 October 2019.
- 6. MINUTES OF THE GMCA RESOURCES COMMITTEE HELD ON 15 OCTOBER 2019 (ATTACHED) 35 - 36**

To note the minutes of the GMCA Resources Committee held on 15 October 2019.
- 7. MINUTES OF THE MEETING OF THE GM TRANSPORT COMMITTEE HELD ON 11 OCTOBER 2019 (ATTACHED) 37 - 46**

- 8. GMCA APPOINTMENTS**
- i. To note the appointment of Councillor Wendy Cocks, as a substitute member for Councillor Sara Rowbotham (Rochdale), to the Joint Health Commissioning Board.
 - ii. To note the appointment of Councillor Keith Cunliffe to replace Councillor Terry Halliwell (Wigan) to the Greater Manchester Pension Fund.
- 9. SPORT ENGLAND MEMORANDUM OF UNDERSTANDING REFRESH (ATTACHED) 47 - 58**
- Report of Steven Pleasant, Portfolio Lead Chief Executive for GM Moving.
- 10. GM LOCAL INDUSTRIAL STRATEGY IMPLEMENTATION (ATTACHED) 59 - 84**
- Report of Councillor Richard Leese, Deputy Mayor and Portfolio Lead for Economy.
- 11. BREXIT PREPAREDNESS UPDATE (TO FOLLOW)**
- Report of Councillor Richard Leese, Deputy Mayor and Portfolio Lead for Economy.
- 12. GREATER MANCHESTER ARMED FORCES COVENANT DELIVERY (ATTACHED) 85 - 96**
- Report of Andy Burnham, Mayor of Greater Manchester.
- 13. HOMELESSNESS UPDATE (TO FOLLOW)**
- Report of Andy Burnham, Mayor of Greater Manchester.
- 14. GM CULTURE FUNDING 2020 ONWARDS (ATTACHED) 97 - 142**
- Report of Councillor David Greenhalgh, Portfolio Lead for Culture.
- 15. GMCA LOCAL GROWTH DEAL (1, 2 AND 3) - SIX MONTHLY TRANSPORT PROGRESS UPDATE (ATTACHED) 143 - 156**
- Report of Andy Burnham, Mayor of Greater Manchester and Councillor Richard Leese, Portfolio Lead for Economy.
- 16. RAIL STATION ALLIANCE UPDATE (ATTACHED) 157 - 164**
- Report of Andy Burnham, Mayor of Greater Manchester.

- 17. GMCA REVENUE UPDATE 2019-20 (ATTACHED)** 165 - 172
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment.
- 18. GMCA CAPITAL UPDATE 2019/20 (ATTACHED)** 173 - 184
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment.
- 19. GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND - REVISED INVESTMENT STRATEGY (ATTACHED)** 185 - 190
- Report of Salford City Mayor. Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.
- 20. GREATER MANCHESTER INVESTMENT FRAMEWORK PROJECT UPDATES (ATTACHED)** 191 - 194
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment.
- 21. EXCLUSION OF THE PRESS AND PUBLIC**
- That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

PART B

**22. GREATER MANCHESTER INVESTMENT FRAMEWORK AND
CONDITIONAL PROJECT APPROVAL (ATTACHED)**

195 - 200

Report of Councillor David Molyneux, Portfolio Lead for
Resources & Investment.

Membership 2019/20

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

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:

✉ Sylvia.welsh@greatermanchester-ca.gov.uk

☎ 0161 778 7009

This agenda was issued 17 October 2019 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

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GMCA Meeting on 25 October 2019

Declaration of Councillors' interests in items appearing on the agenda

NAME: _____

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

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

QUICK GUIDE TO DECLARING INTERESTS AT GMCA MEETINGS

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

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

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

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

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

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

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

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

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

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

FOR A NON PREJUDICIAL INTEREST**YOU MUST**

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

TO NOTE:

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

FOR PREJUDICIAL INTERESTS**YOU MUST**

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

YOU MUST NOT:

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

MINUTES OF THE GREATER MANCHESTER GMCA MEETING HELD ON 27 SEPTEMBER 2019 AT BURY TOWN HALL

PRESENT:

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

OTHER MEMBERS IN ATTENDANCE:

Tameside	Councillor Leanne Feeley
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OFFICERS IN ATTENDANCE:

GMCA – Chief Executive Officer	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver

Bolton	Tony Oakman
Bury	Geoff Little
Oldham	Caroline Wilkins
Manchester	Joanne Roney
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Pam Smith
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Paul McKeivitt
Growth Company	Mark Hughes
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Simon Nokes
GMCA	Claire Norman

GMCA
GMCA

Sylvia Welsh
Nicola Ward

GMCA 177/19

APOLOGIES

RESOLVED /-

That apologies were received from Alison McKenzie-Folan (Wigan – Paul McKeivitt attending).

GMCA 178/19

CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor expressed his own concern and the concern of many GM residents in relation to the human rights issues currently affecting the people of Kashmir. In support of the motion brought by Councillor Allen Brett, members echoed that the situation was not acceptable, and that it was right for the GMCA to make its position clear to Government. Members further thanked residents for their inter-faith visible support for the people of Kashmir and their families in the UK.

The Mayor also reported on the significant impact to the Manchester Airport Group following the recent collapse of Thomas Cook, as it was estimated there were 3000 people employed with the company and wider contractors. With thanks to the Growth Company, there had been a number of prompt initiatives including a helpline for affected staff, and a planned dedicated employment fair, which would feature thousands of current vacancies with organisations including Manchester Airport Group, airline operators, the NHS, RAC and Whitbread.

With regards to the recent decision of the English Football League to expel Bury Football Club, the Mayor expressed the frustration of the fans that the club's 125 year history had not been respected and called on the Football Association to intervene. He reported that the Rescue Board was meeting again today to discuss ways forward. Councillor David Jones, Leader of Bury added his thanks to the Rescue Board for their work to date, and also commended the support of Bury Football Club fans through the last difficult few weeks.

RESOLVED /-

1. That it be agreed that the GMCA accept the following motion as proposed by Councillor Allen Brett, Leader of Rochdale Council and seconded by Andy Burnham, GM Mayor.

We support a lasting political resolution on Kashmir, taking into account the wishes of the Kashmiri people

The members of the GMCA express deep concerns about the ongoing reports of human rights violations, and a communication blockade of over 8 million people of Jammu and Kashmir since 5th August 2019 resulting in serious risk to life, liberty and security of persons in Kashmir.

We ask the UK Government to make urgent representations to the Indian Government through all available routes to ensure safeguards against human rights abuses are immediately put in place by restoring telecommunications; allowing full access to international humanitarian aid and human rights observers, releasing all political prisoners and finding a bi-lateral resolution taking into account the wishes of the people of Jammu and Kashmir in accordance with the UN charter and resolutions.

2. That the GMCA record its thanks to the Growth Company for the support they have offered to employees of Thomas Cook following its insolvency, including the establishment of a helpline and arrangements for an employment fair for all staff affected.
3. That it be agreed that the GMCA accept the following motion as proposed by Andy Burnham, GM Mayor and seconded by Councillor David Jones, Leader of Bury Council.

The proposed demotion of Bury Football Club

The GMCA believes: that the decision of the EFL to expel Bury FC without an alternative solution after 125 years of continuous membership is unduly harsh on the club, supporters and whole community here in Bury; further recognises that the proposed demotion through ten levels would imperil the very future of Bury FC; and now calls on the Football Association to intervene in this situation and find a fair resolution which recognises the need for sanctions against the club, but which also respects Bury's proud history as twice winners of the FA Cup and developers of one of the strongest Academy systems which has made a huge contribution to grassroots football in Greater Manchester.

GMCA 179/19

DECLARATIONS OF INTERESTS

RESOLVED /-

That it be noted that Councillor Elise Wilson declared a personal interest in relation to items 21 & 30 – Stockport Mayoral Development Corporation Delivery Plan 2019-20 as a member of the Mayoral Development Corporation.

GMCA 180/19

MINUTES OF THE GMCA MEETING HELD ON 26 JULY 2019

RESOLVED /-

That the minutes of the meeting held 26 July 2019 be approved as a correct record.

**GMCA 181/19 GMCA AUDIT COMMITTEE - MINUTES OF THE MEETING HELD
30 JULY 2019**

RESOLVED /-

That the minutes of the GMCA Audit Committee held 30 July 2019 be noted.

**GMCA 182/19 GMCA RESOURCES COMMITTEE – MINUTES OF THE MEETING HELD
26 JULY 2019**

RESOLVED /-

That the minutes of the GMCA Resources Committee held 26 July 2019 be noted.

**GMCA 183/19 WASTE & RECYCLING COMMITTEE – MINUTES OF THE MEETING
HELD 12 SEPTEMBER 2019**

RESOLVED /-

That the minutes of the Waste & Recycling Committee held 12 September 2019 be noted.

**GMCA 184/19 GMCA STANDARDS COMMITTEE – MINUTES OF THE MEETING HELD
17 SEPTEMBER 2019**

RESOLVED /-

That the minutes of the GMCA Standards Committee held 17 September 2019 be noted.

**GMCA 185/19 GMCA OVERVIEW & SCRUTINY COMMITTEES – MINUTES OF THE
MEETINGS HELD IN SEPTEMBER 2019**

RESOLVED /-

1. That the minutes of the Economy, Business Growth & Skills Overview & Scrutiny Committee held on 13 September 2019 be noted.
2. That the minutes of the Corporate Issues & Reform Overview & Scrutiny Committee held on 17 September 2019 be noted.

**GMCA 186/19 GREATER MANCHESTER TRANSPORT COMMITTEE – MINUTES
OF THE MEETING HELD 13 SEPTEMBER 2019**

RESOLVED /-

That the minutes of the meeting held 13 September 2019 be noted.

**GMCA 187/19 GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP –
MINUTES OF THE MEETING HELD 16 SEPTEMBER 2019.**

RESOLVED/-

That the minutes of the Greater Manchester Local Enterprise Partnership held on the 16 September 2019 be noted.

GMCA 188/19 GMCA APPOINTMENTS

RESOLVED /-

1. That the appointment of Councillor Bernard Stone (Manchester) to the GM Culture & Social Impact Fund Committee be approved.
2. That the appointment of Councillor Ali Ilyas (Manchester) as a substitute member to the Health & Care Board be noted.
3. That the appointment of Councillor Zahid Chauhan (Oldham) to the Health & Care Board be noted.
4. That the appointment of Councillor Zahid Chauhan (Oldham) to the Joint Health Commissioning Board be noted.

**GMCA 189/19 GMCA AUDIT COMMITTEE – APPOINTMENT OF ADDITIONAL
INDEPENDENT MEMBERS**

Councillor David Molyneux, Portfolio Lead for Resources & Investment presented a report which sought approval of the appointment of two additional Independent Members to the GMCA's Audit Committee, in order to mitigate the risk of lack of continuity of membership and improve succession arrangements.

RESOLVED /-

1. That the increase in the membership of the GMCA Audit Committee by a further two independent members be approved, making membership four members of

the Constituent Councils and four co-opted members, who are Independent Persons.

2. That it be noted that constituent councils be requested to consider retaining their elected Member nominations for a minimum of 2 years to allow continuity of Committee membership.
3. That the amended GMCA Audit Committee Terms of Reference included in Appendix 1 to the report be approved.

GMCA 190/19 PROGRAMME FOR CHANGE – GREATER MANCHESTER FIRE & RESCUE SERVICE: PROPOSED AMENDMENTS TO THE OUTLINE BUSINESS CASE FOLLOWING ANALYSIS OF CONSULTATION

Andy Burnham, GM Mayor introduced a report which highlighted the proposed amendments to the outline business case following review and analysis of the key consultation findings and considerations. He reported that the overall objectives of the review remain to deliver an effective fire service within a financial situation that remains challenging, and that already changes have been introduced to modernise facilities and improve morale following a series of listening and engagement sessions.

Beverley Hughes, GM Deputy Mayor added that the changes already introduced had included improvements to shift patterns, opportunities to select annual leave and a programme of fire station refurbishments. She reported that these changes had been welcomed by front line staff, and that following consultation with staff there had also been some changes made to the outline business case, including the retention of crewing levels until the end of the year, retention of specialist staff in preventative services and a review of proposals for administration staff.

The final details as to the GMCAs capacity to respond to the outcome of your consultation are to be determined following the Government's budget settlement and decisions on the Mayoral precept.

RESOLVED /-

1. That the contents of this report and the updated proposals that had been influenced by the consultation on the Outline Business Case be noted prior to the Mayor making a final decision.
2. That it be noted that the updated proposals for implementation will now form the basis of ongoing discussions with Trade Unions.

GMCA 191/19 A BED EVERY NIGHT – PHASE 2 (KEY DECISION)

Andy Burnham, GM Mayor reported that since the launch of 'a bed every night' in November 2018, over 2000 people had been helped by the scheme and 680 had been moved into a fixed address. Phase 2 was due to begin on the 1 October 2019 increasing provision to 420 places, and setting new service standards and specifications, which take on the recommendations from the review by Dame Louise Casey. He welcomed the opportunity for closer links with the NHS through phase 2, and thanked the GM Health & Care Partnership for their financial contribution, recognising that as a result of their involvement there would be a further reduction of pressure on frontline services.

He expressed further thanks to the 'Tackle 4 Mcr' initiative which had been a key driver for Phase 2, bringing in new funding to enhance the allocated funds as announced in the recent Government Spending Review, increasing the overall grant allocation to Local Authorities to £5.4 million.

Current Government policy does not allow immigrants or asylum seekers recourse to public funds, which contradicts GMs rough sleepers policy and therefore the Mayor reported that he would continue to lobby for an end to no public recourse.

Members welcomed the report and commented that since the launch of 'a bed every night' there had been a positive difference seen across GM, despite a national increase in rough sleeping since 2010. However, in order to deliver the ambitions of this agenda, members of the GMCA urged for Government intervention to see increased devolved funding for preventative services, the removal of section 21 no fault evictions and other practical steps towards addressing the economical austerity many residents are currently facing.

Thanks were expressed to the community and voluntary sector who were actively ensuring that rough sleeping levels in GM remained as low as possible through additional provision and their support of 'a bed every night'. Additional thanks were given to all partner agencies who were supporting the scheme within the constraints of current Government policies that were contributing to rough sleeping including welfare reform, benefit freezes, zero hour contracts, universal credit, right to buy and private rental sector low standard homes. All of which were also significantly contributing to the high numbers of people who remain on the housing waiting lists, across all GM local authorities.

The GM Mayor summarised that 'a bed every night' had been a clear example as to how devolution had been used effectively to change lives. However, all the points raised regarding the role of Central Government needed critical action to ensure that their target to end rough sleeping by 2027 could be reached.

RESOLVED /-

1. That the commitment of funds to support A Bed Every Night from Greater Manchester Health and Social Care Partnership, The Mayor's Homelessness

Charity, Community Rehabilitation Company, Police and Crime Commissioner and Tackle for Manchester be noted.

2. That the grant allocations to districts as set out at paragraph 4.5 of the report be approved.
3. That the allocation from Mayoral reserves and future GMCA and Mayoral budgets and reserves as set out at paragraph 5.2 of the report be approved.
4. That the GMCA record its thanks to the Community and Voluntary Sector for their significant contribution to the support offer to the homeless.

GMCA 192/19

GREATER MANCHESTER BREXIT PREPARATIONS UPDATE

Councillor Richard Leese, Portfolio Lead for Economy provided members with an update on the preparations underway across Greater Manchester for Brexit and the possible mitigating actions to minimise the impact should the UK exit the European Union without a deal. He reported that the current national situation remained disorderly, but that there had been a lot of work underway across GM to ensure we are in the best possible position for either outcome.

Councillor David Greenhalgh commented that the message from the Minister for Communities was for local authorities to enhance communications as much as possible to ensure that people had access to advice and support on all matters relating to Brexit. Members added that there was significant support available through the Growth Company, and particular support for small businesses should be promoted through local partnerships.

Councillor Brenda Warrington raised concerns regarding the political and social unrest caused by Brexit, and reported that recent political behaviour on social media regarding the murder of MP Jo Cox had been disrespectful and extremely hurtful. The GMCA were urged to condemn such inflammatory language at any political level and highlight that respectful debate remains the best way to air views.

This behaviour was recognised by members of the GMCA as crass and unacceptable and both local and national politicians were urged to condemn such choice of language which only contributes to hostile environments within communities. Councillor David Greenhalgh added his condemnation to such behaviour and agreed that the level of abuse evident on social media was unacceptable and needed to be addressed across political parties.

The GMCA were reminded that if local authorities had not worked in a cross-party manner then the GMCA could not have been established, nor would there ever have been a devolution deal. Therefore members of all political groups need to recognise the significant benefits of working together across common interests and our role in dampening any divisions within communities and the country.

The GM Mayor echoed the views of members that appropriate conduct and cross-party politics matter and had been vital to the success of Greater Manchester to date. In response to the national picture, the GMCA would be receiving updates each month and thanked Councillor Richard Leese for his work to date on developing the preparations for the impact of Brexit that have focussed on solutions rather than divisions.

RESOLVED /-

1. That the update on Brexit preparatory work underway across Greater Manchester be noted.
2. That it be noted that there will be a monthly report on preparing for the impact of Brexit to the GMCA.
3. That it be noted that Local Authorities are requested to improve information to EU nationals living within their constituency to register for the EU Settlement Scheme.
4. That the GMCA condemn any disrespectful comments of local or national politicians through social media, and remain committed to working together across common interests in order to support the strengthening of community cohesion.

GMCA 193/19

CRICKET IN GREATER MANCHESTER (KEY DECISION)

Andy Burnham, GM Mayor introduced a report which provided members with an overview of the proposed Cricket Strategy for Greater Manchester, the action plan that sits beneath it, and its funding requirements. He reported that GM were the first Combined Authority to propose a partnership deal regarding investment in cricket facilities, focussing on widening the participation of the sport through urban and street opportunities. As interest in the sport has increased and is set to increase further in 2020 with the launch of the 100 ball game, it was felt a timely opportunity to formalise arrangements and a funding deal with the English Cricket Board. Specifically this funding would allow for 14 street projects, 3 urban centres, 100 non-turf pitches, 200 school programmes and 5000 free tickets for young people through the 'Our Pass' scheme.

Members expressed their support for the proposals which would welcome more demographic groups and further plans to take the sport to a community level, all of which contribute to GM's active lifestyle ambitions.

Congratulations were extended specifically to Lancashire Cricket Club for their unbeaten season and successful international cricket season and specifically their

engagement with partners around large scale cricket matches which had the potential to impact traffic, parking, public transport passenger rates etc.

The GM Mayor welcomed the recommendation of the GMCA Economy, Business Growth and Skills Overview & Scrutiny Committee to ensure strong links to current local clubs and encourage access from all demographic groups.

RESOLVED /-

1. That the discussions taking place between cricketing organisations, districts and the GMCA be noted.
2. That the scope of the action plan, and what will be achieved by the proposed GM wide partnership with ECB be noted.
3. That the request for £600k of funding to be sourced from retained business rates over three years to support the actions outlined in paragraph 4.3 of the report, subject to an agreement between three districts and the ECB to develop three Urban Cricket Centres across GM be approved.
4. That authority be delegated to the GMCA Monitoring Officer and Treasurer to complete all necessary legal agreements.

GMCA 194/19 DIGITAL AND CREATIVE FUND

Councillor Richard Leese, Portfolio Lead for Economy took members through a report which sought approval to establish a Digital & Creative Fund which would be established from capital receipts derived from RGF/Growing Places Investments. The fund was designed to increase the skills base for digital and creative industries and to further support the growth of SMEs within the sector, that was thriving thanks to the anchorage provided through Media City.

Members welcomed the report and the opportunities offered by the fund for not just the City Centre and Media City but all Greater Manchester Local Authorities. Having such a fund would further attract more talent, investment and companies to GM and continue the growth of this sector.

RESOLVED /-

That the establishment of a Digital and Creative Fund utilising £5m of capital receipts derived from RGF/Growing Places investments be approved.

**GMCA 195/19 DECARBONISING GREATER MANCHESTER'S EXISTING
BUILDINGS**

Councillor Andrew Western, Portfolio Lead for Green City Region presented a report detailing recommendations for decarbonising GM's existing building stock as included in the report produced by the GMCA and an expert working group. The key recommendations had also been incorporated into GM's 5 Year Environment Plan as agreed by the GMCA in March 2019.

The report proposes the establishment of a low-carbon buildings challenge group to further pursue this work.

The GM Mayor added that the retrofitting of GM properties would be a significant opportunity for young people seeking trade skills and employment opportunities.

RESOLVED /-

1. That the contents of the Decarbonising GM's Buildings report be noted.
2. That the key recommendations of that report which have already been incorporated into the recently published GM 5 Year Environment Plan be commended.
3. That it be agreed to establish a Low Carbon Buildings Challenge Group (as part of the Green City Region Partnership and Mission approach agreed in the Local Industrial Strategy) providing a means of bringing key organisations together to further examine and take forward the recommendations in this report as appropriate.

GMCA 196/19

GREATER MANCHESTER SPATIAL FRAMEWORK UPDATE

City Mayor, Paul Dennett provided members with an update on the consultation on the 2019 revised draft of the Greater Manchester Plan for Homes, Jobs and the Environment (GMSF).

Thanks were expressed to the 17,500 people who took the time to respond to the consultation and shared 67,000 separate comments. Subject to the agreement of this update, a summary report would be published which would include key issues, initial findings and information regarding planned further analysis and engagement. Initial analysis had shown an overall support for the policy concepts, however there remained some concerns in relation to the scale, local housing methodology, and brownfield preference within the framework.

He reminded members that the GMSF did not sit in isolation to other GM strategies, and that the delivery of a SDS (Spatial Development Strategy) was an initial requirement of the devolution agreement. However, in order for GM to deliver on the SDS, there would be the need to change some of the regulations. He urged that the GMCA continue to lobby Government on this, and challenge the Green Book appraisal outcomes in lieu of a Housing Deal being in place.

The twelve week consultation on the GMSF was planned to begin in Summer 2020 with final adoption scheduled for December 2021.

Members commented that the GMSF remained a challenging process, and that concerns remained regarding the provision of the required infrastructure to support the housing proposals. However, it was important to remind residents that the GMSF would in fact protect green belt through more controlled planning, and could be used as a vehicle for the appropriate re-distribution of housing.

The GM Mayor summarised that there continued to be a high level of engagement with local residents through the consultation on the summary report, and other activities planned across Local Authorities. Alongside this, the GMCA would continue to pursue Government for funding to clear up brown field sites for development as part of the Housing Deal.

RESOLVED /-

1. That authority be delegated to the GMCA Chief Executive in consultation with the Portfolio Lead for Housing, Homelessness and Infrastructure to publish the report on the Summary of Consultation Responses to Revised Draft GMSF 2019.
2. That to the publication of the consultation responses as set out in the report be noted.
3. That the proposed timetable for consultation on the Further Revised Draft of the Greater Manchester Plan for Homes, Jobs and the Environment (GMSF) be approved.
4. That it be agreed that the GMCA continue to lobby Government for the funding required to prepare brownfield sites for development.
5. That the GMCA record its thanks to City Mayor Paul Dennett for his work on progressing the development of the GMSF to date.

**GMCA 197/19 STOCKPORT MAYORAL DEVELOPMENT CORPORATION
DELIVERY PLAN 2019-20**

Councillor Elise Wilson, Leader of Stockport Council introduced a report which provided members with an update on the establishment of the Stockport Town Centre West Mayoral Development Corporation. She reported that the work to date had been an excellent example of cross-organisational working to ensure a vibrant 21st century town centre offer.

RESOLVED /-

1. That it be noted that the progress to date and that the inaugural meeting of the Mayoral Development Corporation Board took place on 9th September 2019 during which the Mayor appointed members to an initial board and appointed the first Chief Executive on an interim basis.
2. That the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan September 2019 – March 2020 be approved.

GMCA 198/19 GMCA CULTURE FUNDING 2020 ONWARDS

RESOLVED /-

That the report be deferred until the next meeting of the GMCA to ensure further work can be undertaken to ensure that any impact to organisations has no destabilising effect.

GMCA 199/19 TOWN OF CULTURE

Councillor David Greenhalgh, Portfolio Lead for Culture shared the proposal for an annual Greater Manchester Town of Culture programme as set out in the Greater Manchester Strategy and the GM Cultural Strategy. He reported that all Local Authorities had the opportunity to propose an area within their district to showcase their cultural offer and be put forward for the Town of Culture.

The GM Mayor added that this was an exciting proposal which had the ability to galvanise interest in the cultural experiences across different areas across GM, and takes the wider cultural offer to the next level.

RESOLVED /-

1. That the proposal for an annual Greater Manchester Town of Culture programme be approved.
2. That, subject to GMCA agreement to the proposed GM Culture Fund, a programming budget of £50,000 per year for 2020 and 2021 be approved.
3. That the timescales set out in Section 4 of the report be approved.

GMCA 200/19 ALLOCATION OF RESOURCES TO DISTRICT COUNCILS

Councillor David Molyneux, Portfolio Lead for Resources & Investment introduced a report which sought approval to re-allocate resources relating to retained business rates from the GMCA to District Councils.

RESOLVED /-

That the reallocation of £20m of retained Business Rates which were generated in 2018/19 to District Councils be approved.

GMCA 201/19 GREATER MANCHESTER INVESTMENT FRAMEWORK PROJECT UPDATES

Councillor David Molyneux, Portfolio Lead for Resources & Investment introduced a report which sought approval for an equity investment into Miribase Limited (Shopblocks), a loan to Worthington Mancap LLP (Mancap) and an equity investment to Immersify Education Limited (Immersify) from re-cycled funds.

RESOLVED /-

1. That the funding applications for Miribase Limited (equity investment of up to £350,000), Worthington Mancap LLP (loan facility of up to £6,050,000) and Immersify Education Limited (equity investment of up to £150,000) and progress to due diligence be approved.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the companies, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investments.
3. That the loan to Kartell UK Limited approved under delegated authority be noted.

GMCA 202/19 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATIONS

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure introduced a report which sought the approval of loans to Wiggett Homes, Hollins Homes, and Wigan Pier 3 LTD.

RESOLVED /-

1. That the GM Housing Investment Loans Fund loan in the table below, as detailed further in this and the accompanying Part B report be approved;

BORROWER	SCHEME	DISTRICT	LOAN

Wiggett Homes Ltd.	Perseverance Mill	Bolton	£2.126m
Hollins Homes (Lostock) Ltd	Hartley's Farm	Bolton	£3.121m
Wigan Pier 3 Ltd	Wigan Pier	Wigan	£1.134m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.
3. That the details of the loans for the following scheme which was approved under delegated authority be noted:

BORROWER	SCHEME	DISTRICT	LOAN
Lawrence Barrie Homes Ltd	Rectory Gardens	Wigan	£0.967m

GMCA 203/19 HOUSEHOLD WASTE RE-CYCLING CENTRE ACCESS POLICY (KEY DECISION)

Eamonn Boylan, Chief Executive Officer GMCA & TfGM introduced a report which informed Members of the current measures in place to defer trade waste abuse at the Household Waste Recycling Centres (HWRC) and provided details of schemes in operation elsewhere. He reported that there is an inherited position regarding access to HWRC, and a control mechanism to manage the disposal of commercial waste at these centres was required.

The GM Mayor added that in harmonising sites across GM inline with Wigan's sites would take away the potential exploitation of sites in other surrounding boroughs.

Members further added that current measures to deter commercial waste were insufficient, and a clear communications plan was vital to ensure the risks and any potential negative impact of the changes were managed.

RESOLVED /-

That the access restriction scheme set out at sections 4.0 and 5.0 of the report be approved.

GMCA 204/19 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

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

and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 205/19 REVISION TO WASTE DISPOSAL LEVY 2019/20 (KEY DECISION)

CLERK'S NOTE: This item was considered in support of the Part A Item 27 – Household Waste Re-cycling Centre Access Policy (minute GMCA 203/19 above refers).

RESOLVED /-

That the changes in the Waste Disposal Levy for 2019/20 payable by the 9 districts be approved.

**GMCA 206/19 STOCKPORT MAYORAL DEVELOPMENT CORPORATION
DELIVERY PLAN**

CLERK'S NOTE: This item was considered in support of the Part A item 21 – Stockport Mayoral Development Corporation Delivery Plan 2019-20 (minute GMCA 197/19 refers).

RESOLVED /-

That the report be noted.

**GMCA 207/19 GREATER MANCHESTER INVESTMENT FRAMEWORK AND
CONDITIONAL PROJECT APPROVAL**

CLERK'S NOTE: This item was considered in support of the Part A item 25 – Greater Manchester Investment Framework Project Updates (minute GMCA 201/19 refers).

RESOLVED /-

That the report be noted.

**GMCA 208/19 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND
– INVESTMENT APPROVAL RECOMMENDATIONS (KEY
DECISION)**

CLERK'S NOTE: This item was considered in support of the Part A item 26 – Greater Manchester Housing Investment Loans Fund –Investment Approval Recommendations (minute GMCA 202/19 refers).

RESOLVED /-

That the report be noted.

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**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY
HELD ON MONDAY, 7TH OCTOBER, 2019**

PRESENT:

Bolton	Councillor David Greenhalgh
Bury	Councilor David Jones
Manchester	Councillor Sue Murphy
Oldham	Councillor Sean Fielding
Rochdale	Councillor Sara Rowbotham
Salford	Councillor John Merry
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington (In the Chair)
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Bolton	Tony Oakman
Oldham	Carolyn Wilkins
Manchester	Joanne Roney
Rochdale	Steve Rumbelow
Stockport	Pam Smith
Tameside	Jayne Traverse
Trafford	Richard Roe
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Sylvia Welsh

GMCA/209/19

APOLOGIES

That apologies for absence were received and noted from GM Mayor Andy Burnham, Deputy Mayor Bev Hughes, Deputy Mayor Councillor Richard Leese (Councillor Sue Murphy attending), City Mayor Paul Dennett (Councillor John Merry attending) and Councillor Allen Brett (Councillor Sara Rowbotham attending).

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

GMCA/210/19

CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

There were no Chairs announcements or items of urgent business

GMCA/211/19

DECLARATIONS OF INTEREST

That it be noted that there were no declarations of interest in any item for discussion at the meeting.

GMCA/212/19

BUS REFORM - AUDIT AND CONSULTATION

In introducing the report the Chair of the meeting, Councillor Brenda Warrington, reminded the meeting that bus reform was high on the national political agenda and was currently prominent in the news. GM was at the forefront of delivery change and continued to lead the way nationally. The GMCA will consider the next stage in GM' Bus Reform journey. She went on to make the following comments:

Buses play a pivotal role in delivering GM's 'Our Network' ambition to create an integrated modern and accessible public transport system for Greater Manchester. One which brings together different modes of transport into a joined up easy to use system with seamless connections, simple ticketing and an aspiration for capped fares.

The aim of 'Our Network' was to create a public transport system that supports GM's aspiration to be one of the best places to grow up, get on and grow old. A system which:

- provided people with the option of leaving the car at home
 - helps reduce harmful emissions to create cleaner greener neighbourhoods
 - supports residents to get where and when they need to be, including schools and other places of education, access to work and training, culture and leisure opportunities and important services such as health care
- Upon approval of the report GM intended to launch the first ever national public consultation seeking the views of the community on the proposal to introduce bus franchising in GM.

It was important to ensure that every avenue was exploited to engage with the community and organisations of GM, providing the opportunity to participate in the reform of GM's bus market.

Eamonn Boylan, Chief Executive Officer, GMCA & TFGM, introduced the report and explained the recommendation to the GMCA was seeking approval to proceed to the next stage in the consideration of a proposed franchising scheme, following on from the work undertaken in connection with bus reform. The proposed recommendations and associated next steps in accordance with the Transport Act 2000 (as amended by Bus Services Act 2017) ("the Act") were also set out in the report.

The meeting was made aware that the reference to paragraph 6.16 in recommendation 9 should reference paragraph 7.16 and that it was proposed to add an additional recommendation seeking approval to delegate authority to the Chief Executive, GMCA & TfGM to make any final minor amendments to the Proposed Franchising Scheme and the Notice of the Proposed Scheme appended to the report, prior to publication.

The following comments were made by members in discussion:

Members acknowledged the long term work on bus reform and welcomed the reference in the report to additional Government funding. It was felt important to acknowledge that GM needed a transport system which was fit for purpose and was in receipt of Government funding comparable to the funding received for the London transport system.

Attention was also drawn to the precept levy of up to £18.20 for a Band D property transitioning over a number of years, recognising that over 80% of properties within GM were beneath Band D in their council tax level and therefore the costs to residents would be for the most part actually lower.

Bus reform was a significant step towards transforming public transport across GM. There was now an opportunity presented to move towards being able to make the changes required. Resident participation in the 12 week consultation was important, in particular, the proposals to reach those residents who were hard to reach across all demographics in GM, especially those who may not have access to the internet was welcomed. Consultation was important to ensure and inform decisions, with all residents encouraged to participate.

The availability of all relevant information was stressed, given there was a lot of incorrect information available regarding the cost of franchising and lack of benefits to residents. The current bus system was felt to be fractured and chaotic and the franchising system had the ability to provide a degree of stability and order and provide a service which enabled residents to plan journeys.

Members also welcomed the positive comments and commitments from the Prime Minister around funding, specifically for buses and public transport generally for GM and the North. Funding from Government would have a significant impact on what could be achieved.

The good connectivity of the London transport system was referenced, which was understood to be well funded and reliable and consistent. GM should be on a par with London. Bus reform provided an opportunity to create an affordable, well connected public transport system. The Prime Minister, as a previous Mayor of London, does understand the importance of a well connected affordable transport system.

Politicians struggled to hold operators to account for the poor service provision within the current system, with residents feeling they have less opportunity for recourse.

The current public transport system does not provide residents with the right options to get where they need to go with insufficient options to prevent the use of cars.

Bus reform was a major driver for the Devolution Agreement, with the public being fully supportive of the approach. The proposed consultation provided residents with the

opportunity to influence the next steps of the process to help create a better transport system.

RESOLVED/-

1. That the contents of the report be received and noted.
2. That the contents of the report from the independent auditor dated 26th September which was prepared in accordance with section 123D of the Act be noted.
3. That it be noted that the independent auditor's report was an opinion on the assessment of a proposed franchising scheme previously reviewed by Members in June 2019.
4. That the independent auditor's report and the assessment supplied to the independent auditor be approved for publication.
5. That it be noted that minor typographical amendments will be attached to the assessment.
6. That the amended Proposed Franchising Scheme, as set out in Appendix 1.2, be approved.
7. That the preferred funding scenario for the proposed franchising scheme be approved.
8. That the mitigating responses to a downside risk scenario, as set out in Section 6, be noted.
9. That it be agreed to proceed with the proposed franchising scheme by undertaking a consultation in accordance with section 123E of the Act, which would commence on 14 October 2019 and end on 8 January 2020, and to agree the funding for the consultation as set out in paragraph 7.16 of this report.
10. That the publication of a notice of the proposed scheme, in accordance with section 123E(2)(d) of the Act, be approved.
11. That TfGM be instructed to carry out all tasks necessary to carry out that consultation on its behalf.
12. That authority be delegated to the Chief Executive, GMCA & TfGM to make any final minor amendments to the Proposed Franchising Scheme and the Notice of the Proposed Scheme appended to the report, prior to publication.
13. That it be noted that a further report will be submitted to the GMCA on the outcome of the consultation.

**MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY AUDIT COMMITTEE,
HELD ON WEDNESDAYS 9 OCTOBER 2019 AT FRIENDS MEETING HOUSE, MANCHESTER.**

PRESENT:

Gwyn Griffiths (Chair)	Independent Member
Catherine Scivier	Independent Member
Councillor Sarah Russell	Manchester City Council
Councillor Chris Boyes	Trafford Council
Councillor Peter Malcolm	Rochdale Council

ALSO PRESENT:

Daniel Watson	Mazars External Auditor
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OFFICERS:

Richard Paver	GMCA Treasurer
Sarah Horseman	GMCA Audit and Assurance
Damian Jarvis	GMCA Internal Audit
Amanda Fox	GMCA Finance
Nicola Ward	GMCA Governance and Scrutiny

AC 19/64 APOLOGIES

RESOLVED /-

That apologies be noted on behalf of Councillor Mary Whitby (Bury Council) and Councillor Colin McLaren (Oldham Council).

AC 19/65 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There were no chairs announcements or urgent business.

AC 19/66 DECLARATIONS OF INTEREST

RESOLVED /-

There were no items of personal or prejudicial interests declared in relation to any item on the agenda.

**AC 19/67 MINUTES OF THE GMCA AUDIT COMMITTEE MEETING HELD ON 30 JULY
2019**

RESOLVED/-

That the minutes of the meeting of the GMCA Audit Committee held on 30 July 2019, be approved as a correct record.

AC 19/68 MINUTES OF THE GMCA/GMP JOINT AUDIT PANEL

RESOLVED/-

1. That the minutes of the GMCA/GMP Joint Audit Panel be circulated via email once received.
2. That the Deputy Monitoring Officer meet with the GMCA/GMP Joint Audit Panel when possible.

AC 19/69 APPOINTMENT OF ADDITIONAL MEMBERS TO THE GMCA AUDIT COMMITTEE

Members received a copy of a recent report to the GMCA which had given approval to the appointment of two additional Independent Members to the GMCA's Audit Committee in order to mitigate the risk of lack of continuity in membership of the Committee and improve succession arrangements.

Members of the GMCA Audit Committee urged that consideration be given as to how the committee could become more representative of the GM population, and whether deliberate recruitment could be undertaken with BME professionals or Women's networks, and suggested approaches be made via the Pros-guild, Linked In and Non-exec Directors Group. Further to this, Members identified that there was a skills gap in relation to the digital sector that could also be targeted as part of the recruitment strategy.

Members noted that the Terms of Reference needed to be updated to reflect the changes to the Committee's new constitution.

RESOLVED/-

1. That the report as approved by the GMCA on the 27 September 2019 be noted.
2. That it be noted that Catherine Scivier offered to look into any relevant BME groups on Linked In which could support targeted recruitment for the additional Independent Members.
3. That the GMCA Treasurer designs a targeted approach for recruiting additional Independent Members to the GMCA Audit Committee, with specific consideration given to expanding the digital skills set.

4. That the total number of members on the Audit Committee as detailed in the ToR be amended to eight to reflect the recently agreed changes.

AC 19/70 CORPORATE RISK REGISTER UPDATE

Sarah Horseman, Head of Audit and Assurance, introduced a report that provided Members with the latest version of the Corporate Risk Register for their review. She reported that the impact of Brexit remained one of the top risks, and that business continuity would be added to the register, with specific emphasis around disaster recovery.

Members asked that the impact of Climate Change be added to the register, in relation to the risks posed to the business following the GMCA's climate change emergency declaration.

Members further added that the wording in relation to the Housing Investment Fund risk be revised to ensure clarity as to which organisation would be liable and receive direct or indirect indemnity.

The loss of a potential £60m Housing Deal needed some accountability, and Members asked for some assurance as to how it is being managed by officers and scrutinised by Members.

In relation to ICT security, Members asked whether the Cyber Essentials Plus level was enough, and whether it had been achieved by the GMCA. Officers reported that this was the Government standard level, but agreed to look at it again in relation to the risk register.

Members asked whether the GMCA ICT Manager role had been recruited to as yet, it was confirmed that there were some issues in recruiting to this post but that there was a temporary contractor in place. Members expressed concern that there were not permanent officers in such roles, as they were crucial to Brexit readiness, and there were assurances needed as to the number of vacant critical roles across the organisation.

With regards to risk 11 - business continuity, Members were assured that a recent break in at head office had tested some of these processes, but asked for further assurances as to the safety of the main ICT hardware.

In relation to risk 13 – spending grants, Members noted that the risk had been reduced to medium, and questioned the rationale behind this decision. Officers confirmed that although the reporting of spending grants had been approved, this could still further be improved through clarity as what outcomes are required to be reported. Some funding streams such as the Growth Deal were facing challenges in relation to spend as the schemes were unable to spend as quickly as the funding required.

Members asked whether the risk date as detailed within risk 15 – Adult Education was realistic. Officers confirmed that this risk had wider determinants due to the cross-border

student numbers and the introduction of the Our Pass scheme for travel within GM and noted that further work was required to ensure risk targets were as accurate as possible.

In relation to the waste contract risk, officers reported that the contract was going well to date, however driver availability and licensing requirements post Brexit were posing additional risks which needed to be considered further.

RESOLVED/-

1. That the update on the GMCA Corporate Risk Register, be noted.
2. That the risks associated with the GMCA declaring a Climate Change Emergency be detailed on the Risk Register.
3. That the risk associated with the Housing Investment Fund be re-worded to make it clear who would be liable against this fund.
4. That assurance as to the scrutiny of the Housing Fund be reported back to members of the GMCA Audit Committee.
5. That the definition of 'Cyber Essentials Plus' in relation to Government levels of security be checked, and reported back to Members.
6. That a GMCA organisational chart detailing numbers of vacancies be shared with members as part of their annual audit day.
7. That assurances in relation to the security of the GMCA's ICT hardware be provided to Members.
8. That a 'deep-dive' in relation to Housing and ICT be considered in advance of the next meeting.
9. That the columns within the risk register be re-organised into chronological order.

AC 19/71 EXTERNAL AUDIT UPDATE

Daniel Watson, presented the External Audit Opinion from Mazars, as issued on the 30 September. He reported a small number of errors, none of which had any impact on the CA's position. The accounts would be formally closed over the next couple of weeks.

Members of the Committee asked whether the un-adjusted mis-statements were larger than the non-adjusted mis-statements and officers confirmed that these were all non cash transactions and therefore not amended. Members asked that the pension adjustments on page 3 be reviewed.

The Committee recorded its thanks to Mazars for a challenging yet successful audit.

RESOLVED/-

1. That the report be noted.
2. That details in relation to pension adjustments (page 3) be checked to ensure totals are correct.

AC 19/72 FINAL ACCOUNTS ACTION PLAN 2019-20

Richard Paver, GMCA Treasurer, introduced a report that provided Members with an update on the proposed action plan for the publication of its annual statement of accounts in 2019-20. He reported that there was a national tension in relation to publishing final accounts that had resulted in more than 100 outstanding to date, despite the introduction of CIPFA's 'Big Red Button' to assist companies with the early closure of accounts.

Officers reported that although the GMCA had access to the 'Big Red Button' they had no requirement to use it this financial year, however it is a useful tool that officers would like available for the future.

Alongside this, the Redman review of Local Authority Audit Processes had been taking place, which had raised questions in relation to a September accounts closure date, the potential for simpler accounts, smartening the value for money opinion process and the procurement of external audit. The full outcomes of this review would be available at the end of this municipal year.

RESOLVED/-

That the update on the proposed Final Accounts Action Plan 2019-20, be noted.

AC 19/73 COUNTER FRAUD ACTIVITY

Consideration was given to a report which presented the updated versions of the GMCA Whistleblowing, Anti- Money Laundering and Anti- Bribery Policies for review prior to approval by the GMCA Treasurer.

It was noted that there needed to be further consistency between the GMCA and GM Fire policies, in particular how they apply to elected Members and Independent Members, and some assurance that the policies are subject to a public interest test and review by the relevant trade unions.

Members also felt that the anti-money laundering policy could be more relevant for the GMCA, and looked at again in relation to how the law applies to the workings of the Combined Authority. Once finalised, this should also be shared with staff in a useful, easily

understandable style. Officers agreed to undertake further work to ensure that the policy is more relevant to the specific GMCA functions within which money laundering could occur.

In relation to the evidence required to be obtained to prove authenticity, members asked that the number of group A and group C items be checked against latest guidelines to ensure that the policy is up to date, and furthermore that consideration be given as to where the GMCA would hold this personal data in line with GDPR regulations.

RESOLVED/-

1. That the updated versions of the GMCA Whistleblowing, Anti- Money Laundering and Anti- Bribery Policies be endorsed.
2. That the Whistleblowing Policy be strengthened in relation to how it applies to elected members, and independent members.
3. That the Whistleblowing Policy be subject to a public interest test and checked with Trade Unions.
4. That a one page summary of the Whistleblowing Policy be written and shared with staff across the GMCA.
5. That the Anti-money Laundering Policy be made relevant to the risks within the GMCA, i.e. the Core Investment Team loans.
6. That the required evidence from groups A, B and C in relation to the Anti-Money Laundering Policy be checked, and confirmation be sought as to how this information would be held by the GMCA.
7. That authority be delegated to the GMCA Treasurer in relation to the sign off of the Counter Fraud Policies.

AC 19/74 INTERNAL AUDIT PROGRESS REPORT

Sarah Horseman, Head of Internal Audit and Assurance presented a report, which provided Members with progress to date on the delivery of the Internal Audit Plan. She reported that Damian Jarvis had recently been appointed to the GMCA's Internal Audit Team and would be joining in November 2019. In addition there would be another two roles recruited to, including a Senior Auditor, and a split Auditor with TfGM.

The Internal Audit Plan for 2019/20 showed light activity during the last quarter due to issues with officer capacity, and if necessary external services would be bought in to ensure preparation for audits could be undertaken in anticipation of staff being recruited to these roles.

Members asked whether the significant recommendations from the audits undertaken could be included in future Internal Audit Progress Reports, officers confirmed that this would be undertaken going forward, in addition to the inclusion of key themes.

Members commented that the Internal Audit function of the GMCA remains a concern, as it remains ill-aligned with the size of the organisation and has been in a developing stage for the last three years. It was imperative to fill the vacancies permanently to ensure that assurance levels across the organisation could be improved and to support the delivery of this year's Internal Audit Plan.

Members further added that they would like to see more political representation from the GMCA at the Audit Committee to ensure challenge can be given to the portfolio lead as appropriate.

RESOLVED/-

1. That the Internal Audit Progress report be noted.
2. That future monitoring reports detail all the recommendations and key themes as shown in Internal Audits.
3. That future monitoring reports also include a key to the assurance levels.
4. That details on the current staffing, and proposed staffing arrangements for the Internal Audit function be brought to the next meeting of the GMCA Audit Committee.
5. That the GMCA Resources Portfolio Lead, and/or the Portfolio Assistant once determined be invited to attend the GMCA Audit Committee.

AC 19/75 AUDIT RECOMMENDATIONS MONITORING

Richard Paver, GMCA Treasurer introduced a report which provided an update to Members on the progress to date in implementing the agreed actions from recent internal audit assignments and provided assurance that a robust process is in place for follow up of recommendations. He reported that circa 85% of the actions had been completed.

RESOLVED/-

That the Audit Recommendations Monitoring report be noted.

AC 19/76 TREASURY MANAGEMENT INTERIM UPDATE 2019 - 2020

Richard Paver, GMCA Treasurer introduced a report which provided an update to Members on Treasury Management activities for the first six months of the 2019-20 financial year.

He reported that recent Government announcements regarding an additional 1% surcharge on borrowings were being challenged by Local Authorities through the MHCLG (Ministry of Housing, Communities and Local Government) as it was a serious cause for concern.

The Combined Authority's cash flow remains positive, and looks good for the remainder of the year. The uncertainty of the Government's borrowing should not prevent mainline investment activities as the GMCA does not over borrow, however the EIB loans remain a un-known which is a concern for the Authority.

Members of the Committee sought some assurance as to the Treasury Management function following the imminent retirement of the GMCA Treasurer, he confirmed that this would be considered once the new Treasurer (Steve Wilson, currently the Head of Finance at the GM Health & Care Partnership Board) was in post. He also confirmed that the GMCA were also recruiting a Deputy Treasurer, to be appointed in November.

RESOLVED/-

1. That the Treasury Management Interim Update 2019- 2020 be noted.
2. That the GMCA Audit Committee record its thanks to Richard Paver, Treasurer of the GMCA for all his work on the Audit Committee.

AC 19/77 DATE AND TIME OF NEXT MEETING

RESOLVED /-

That the next meeting of the GMCA Audit Committee is scheduled for 21 January 1pm.

**MINUTES OF THE MEETING OF THE GMCA RESOURCES COMMITTEE
HELD TUESDAY, 15TH OCTOBER, 2019 AT THE GMCA OFFICES, OXFORD STREET, MANCHESTER**

PRESENT:

Mayor of Greater Manchester
Manchester
Salford
Stockport
Tameside
Wigan

Andy Burnham (In the Chair)
Councillor Richard Leese
City Mayor, Paul Dennett
Councillor Elise Wilson
Councillor Brenda Warrington
Councillor David Molyneux

ALSO PRESENT:

Chief Executive Officer, GMCA & TfGM
Governance & Scrutiny

Eamonn Boylan
Sylvia Welsh

GMCA/33/19 APOLOGIES

Apologies for absence were received and noted from Councillor David Greenhalgh, Julie Connor, Andrew Lightfoot, Richard Paver and Liz Treacy.

GMCA/34/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There were no Chair's announcements or items of urgent business.

GMCA/35/19 DECLARATIONS OF INTEREST

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

GMCA/36/19 MINUTES OF THE MEETING HELD ON 26 JULY 2019

The minutes of the meeting held on 26 July 2019 were submitted for consideration.

RESOLVED/-

That the minutes of the meeting held on 26 July 2019 be approved as a correct record.

GMCA/37/19 ESTABLISHMENT OF POST OF GMCA LEAD ENTERPRISE ARCHITECT

Eamonn Boylan introduced a report which sought approval for the establishment of and appointment to the post of GMCA Lead Enterprise Architect within the GMCA structure.

RESOLVED/-

That the establishment of full time hours against the permanent role of Lead Enterprise Architect within the GMCA organisational structure be approved and that the proposal to assimilate the current post holder into this role on a permanent basis be agreed.

GMCA/38/19 GMCA PAY POLICY

Eamonn Boylan introduced a report which sought approval to a revision and update of the current GMCA Pay Policy Statement in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.

RESOLVED/-

That the revision and update of the current GMCA Pay Policy Statement, in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014, be approved.

GMCA/39/19 GMCA TRADES UNION FACILITIES MARCH 2019

Eamonn Boylan introduced a report which sought approval to publish Trade Union (Facility Time Publication arrangements) in accordance with the Trade Union (Facility Time Publication Requirements) Regulations 2017.

RESOLVED/-

That the publication of the Trade Union (Facility Time Publication arrangements), in accordance with the Trade Union (Facility Time Publication Requirements) Regulations 2017, be approved.

MINUTES OF THE GREATER MANCHESTER TRANSPORT COMMITTEE HELD ON FRIDAY 11 OCTOBER 2019 AT FRIENDS MEETING HOUSE, MANCHESTER

PRESENT:

Member

Councillor Stuart Haslam
Councillor Roy Walker
Councillor Naeem Hassan
Councillor Dzidra Noor
Councillor Howard Sykes
Councillor Sean Fielding
Councillor Phil Burke
Councillor Shah Wazir
Councillor Roger Jones
Councillor Barry Warner
Councillor David Meller
Councillor Angie Clark
Councillor Warren Bray
Councillor Peter Robinson
Councillor Doreen Dickinson
Councillor Nathan Evans
Councillor Mark Aldred (Chair)
Councillor Joanne Marshall

Representing

Bolton
Bury
Manchester
Manchester
Oldham
Oldham
Rochdale
Rochdale
Salford
Salford
Stockport
Stockport
Tameside
Tameside
Tameside
Trafford
Wigan
Wigan

Officers in attendance

Bob Morris Chief Operating Officer
Simon Warbuton Director of Strategy
Alison Chew Interim Head of Bus Services
Alex Cropper Head of Operations
Danny Vaughan Head of Metrolink
Caroline Whittam Head of Rail Franchising
Gwynne Williams Deputy Monitoring Officer, GMCA
Nick Roberts Head of Services and Commercial
Development
Nicola Ward Governance and Scrutiny
Ninoshka Martin Governance and Scrutiny

Operators in attendance

Adam Clark Stagecoach
Gareth Mead Warrington's Own Buses
Guy Warren First Group

GMTC 39/19 APOLOGIES

RESOLVED /-

That apologies were received and noted from Councillors Angeliki Stogia, John Leech, Atteque Ur-Rehman and Liam O'Rourke.

GMTC 40/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED /-

There were no chairs announcements or urgent business.

GMTC 41/19 DECLARATIONS OF INTEREST

RESOLVED /-

Councillor Phil Burke declared a personal interest in relation to item 6 (Transport Network Performance) and item 7 (Metrolink Annual Performance Report) as an employee of Metrolink.

GMTC 42/19 MINUTES OF THE MEETING HELD 13 SEPTEMBER 2019

RESOLVED /-

1. That the minutes of the GM Transport Committee held on 13 September 2019 be approved as a correct record subject the amendments as below.
 - GMTC/34/19 to read 'A member reported that a number of his constituents had been charged *in excess of what they had anticipated* for their Metrolink journey following the introduction of contactless payments *because they had failed to touch out.*'
 - GMTC/34/19 to read 'The Committee were informed that Metrolink Passengers who had not *touched* out and therefore charged for a day fare, could request a refund via TfGM.'
 - GMTC/34/19 resolution 5 to read 'That it be noted that Metrolink Passengers who have been charged *because they failed to touch out* using contactless payments can request a refund via TfGM.'
 - GMTC/34/19 resolution 6 to read 'That it be noted that a breakdown of reliability issues by Metrolink line be incorporated into the Metrolink *Annual Report.*'

- GMTC/36/19 to read 'Northern confirmed that this was primarily due to driver shortages
 - GMTC/36/19 to read 'A member raised concerns regarding the short notice cancellations, and non-stopping trains with no advance notice, which was affecting Rochdale *and* Stockport Stations (Smithy Hill, Castleton, Mills Hill *and* Romiley).
 - GMTC/36/19 resolution 7 to read 'That an analysis of 'penalty fares' issued since 2017 be incorporated into the next Rail Performance report, *subject to data availability.*'
2. That in relation to the Centre for Local Economic Strategies, that the request to review the role of public transport in reducing public health inequalities be agreed.
 3. That it be noted that the mid-tier submission would be submitted on the 18 October 2019, and therefore there was no further information for Members at this stage.

GMTC 43/19 GREATER MANCHESTER TRANSPORT COMMITTEE WORK PROGRAMME

Gwynne Williams, Deputy Monitoring Officer, GMCA introduced the latest version of the work programme for the Greater Manchester Transport Committee, which had incorporated potential future report items as suggested by members.

In addition, members suggested that consideration be given to the future report on Age Friendly Transport, and whether it could include a review of the concessionary pass for pensioners before 9.30am.

In relation to bus shelters, members sought clarity as to whether the remit of the new GM Transport Committee allowed for these to be considered in a formal committee setting, or whether another process would be more efficient in responding to Members regarding shelter requests within their Local Authority.

Members further requested bringing forward the climate change report in advance of March 2020 following the recent climate change emergency declaration by the GMCA.

RESOLVED /-

1. That the draft work programme from November 2019 to March 2020 be noted.
2. That it be agreed that the forthcoming report on Age Friendly Transport consider as to the potential extension of the operational time to use concessionary passes before 9.30 am for pensioners.
3. That it be agreed that TfGM provide a direct response to Councillor Sykes in relation to his local bus shelter enquiries.

4. That it be agreed that officers review the terms of reference of the new GM Transport Committee to clarify its role in relation to bus shelters with a view to determining a process for member engagement regarding shelters within their respective areas.
5. That it be agreed that officers consider the potential of bringing a future report to the Committee on the impact of public transport on climate change in advance of the current proposed timescale of March 2020.

GMTC 44/19 TRANSPORT NETWORK PERFORMANCE

Alex Cropper, Head of Operations, TfGM took members through a report which set out an overview of transport network performance in Greater Manchester for August 2019. He highlighted that heavy rain, issues with the Toddbrook Dam in Whaley Bridge and depot trespass issues had been detrimental to performance over this period. However, the school holiday period had also reduced journey times to result in overall good performance. The Our Pass scheme for 16-18 year olds had recently been successfully launched with a multi-agency approach and had been well received by young people.

Members questioned the current status of rail services in GM, and in particular the proposals for Sunday services which had been recommended by ASLEF (Associated Society of Locomotive Engineers & Firemen), but rejected by its members. Latest information from Northern had also indicated that the removal of the Pacer trains would be delayed, however members had been made aware that there was a commitment to ensure their removal by the end of 2019.

Members further reported a £25m deficit between Northern and Government, hence discussions regarding the future of the franchise were still ongoing. The GMCA had already urged for the termination of their franchise due to poor performance, and the Mayor had also committed to continue to lobby for improved rail services across GM.

RESOLVED /-

1. That the report be noted.
2. That it be agreed that TfGM share information directly with Councillor Adshead in relation to the increase in train delay minutes over the last period as reported by Network Rail.
3. That it be noted that members were advised to raise their concerns regarding the delayed removal of the Pacer trains directly with Northern and that it be noted that TfGM would continue to pursue Northern in response to their recent announcement regarding the delay in the removal of the Pacer trains.

GMTC 45/19 METROLINK ANNUAL PERFORMANCE REPORT

Daniel Vaughan, Head of Metrolink, TfGM introduced a report which provided an overview of the operational performance of Metrolink services over the last year up until August 2019. He reported patronage growth, with circa 45m annual trips, positioning Metrolink patronage ahead of forecasted levels. However, with this demand, there had been some issues regarding capacity resulting in additional trams being allocated to the Bury, Oldham and Ashton lines. The introduction of the zonal fare structure and contactless payments had gone well, with predominately positive experiences expressed by passengers (90% customer satisfaction).

Across the year, Metrolink was performing well until July, when the summer months brought an increase in issues with rolling stock, and overhead lines. There were also an increase in road traffic accidents and some break-downs attributed to the hot weather.

However, as the Metrolink system matures, there had been less and less infrastructure issues and an overall reduction in anti-social behaviour. In relation to this, there were planned changes to the Travelsafe Partnership from November 2019, which would see more uniformed police on trams.

Through the service level agreement with the operator KAM (KEOLIS-Amey Metrolink), there had been 28 apprenticeships offered, and 48% of services to support the contract had been procured within a 25 mile radius of GM.

Transport Focus had nominated Metrolink for the light rail operator of the year award, which was a significant achievement against larger operators. Benchmarking internationally had also shown significant value for money in the Metrolink service.

Members questioned as to whether there were sidings available to place trams which had broken down to ensure the system could begin moving as quickly as possible. In particular, a member reported a breakdown on the Bury line which had resulted in bus alternatives and significant passenger confusion. Officers were aware of the failure of a double tram in a tunnel, that required concentration on the safety of passengers who were on board as priority. In such instances, contingency plans and the use of sidings were not always possible, hence some disruption to the wider network.

Members questioned whether there were any interim arrangements for increase police presence on trams before the changes to the Travel Safe Partnership had been implemented in November. Officers reported that the Partnership was aware of the impact of a slight delay to their previously published programme, and were in discussions with KAM to ensure that the balance of security/customer service staff was right now, and going forward into the future.

A member asked whether the additional 27 trams as detailed in the report were included with those to come into the network as part of the Trafford Park expansion. Officers

confirmed that these were additional units which would be used to increase double units on existing routes and increase capacity over the whole system.

Members asked for some feedback following the introduction of zonal fares, and it was reported that it had generally gone well and passengers feedback indicating that they feel travel is better value for money, with only some reported confusion in relation to the change in payment machine screens. There had also been some incidents of people being charged for a day ticket after failing to tap out, however refunds were available via TfGM for infrequent offences.

A member asked about the Operators commitment to the GMCA's Social Value Policy and it was confirmed that this is detailed within the contract as part of the procurement process.

A member also requested information in relation to Metrolink on a line-by-line basis. Officers confirmed that this was available on a monthly basis via the TfGM website, but could also be provided to members upon request.

RESOLVED /-

1. That the performance report be noted.
2. That it be noted that KAM (KEOLIS-Amey Metrolink) have indicated that they will attend future meetings of the GM Transport Committee in relation to any report on Metrolink.
3. That it be agreed that officers provide a summary breakdown of staff employed by KAM directly to Councillor Haslam.
4. That it be noted that detailed information on Metrolink issues was available on the TfGM website on a monthly basis, but can also be provided to members directly upon request.

GMTC 46/19 FORTHCOMING CHANGES TO THE BUS NETWORK (Key Decision)

Nick Roberts, Head of Services and Commercial Development, TfGM took members through a report which informed the Committee of the changes that have taken place to the bus network since the last meeting and any consequential action taken or proposed by Transport for Greater Manchester.

In relation to service 180, members had received representations from a resident opposed to the planned changes from First. Officers from TfGM offered to facilitate the opportunity for further dialogue in relation to the proposed changes to this service.

Members urged that in relation to any proposed changes, that these are shared with elected members as they can often suggest alternative solutions that would meet the needs of local residents.

Members welcomed the planned introduction of a 5 minute service by Go-North West from Manchester-Middleton, however had some concerns as to its reliability as per the previous 10 minute service. Furthermore, members welcomed the splitting of services at Oldham Town Centre to improve reliability, but urged operators to consider through fares as an option for passengers. Operators confirmed that passengers making these journeys tended to be users of a day/week ticket.

Members reported significant issues in relation to Diamond Buses, including a lack of drivers, a lack of frequency of services, buses without capacity and vandalism at their depot. They questioned whether Diamond had the ability to deliver the contract as members had received a number of complaints about their services.

Members welcomed the introduction of additional services Logistics North Bolton Link serving commuters to Logistics North, but noted that there had been a number of refusals due to capacity issues. It was questioned as to whether the increased service could be introduced earlier than January 2020. Officers agreed to look at this, but suspected that it was in relation to contract agreements.

RESOLVED /-

1. That the changes to the commercial network and the proposals not to replace the de-registered commercial services as set out in Annex A be noted.
2. That the changes to the commercial network and the proposals not to replace the de-registered commercial services as set out in Annex A, be agreed.
3. That it be noted that First will re-consider (following correspondence received from a local resident) the proposed commercial changes to service 180.
4. That the proposed action in respect of changes or de-registered commercial services as set out in Annex B be agreed.
5. That the proposed changes to general subsidised services set out in Annex C be approved.
6. That it be agreed that TfGM review whether the start date of changes to the Logistic North Local Link could be brought forward.

Bob Morris, Chief Operating Officer, TfGM introduced a report which informed members of the publication of the GM Prospectus for Rail, and linked strongly to the Strategic Rail Update report as introduced by Simon Warburton which provided an update on the work being undertaken by TfGM and partners on two long term strategic rail programme components: HS2 and Northern Powerhouse Rail and Tram-Train.

The Rail Prospectus was launched on the 26 September, covering four key aspects –

- Making best use of what's available now
- Delivering more capacity and better connectivity
- Devolved and accountable rail-based network
- Integrated travel between all modes.

The Prospectus would further be steered by the outcomes of the Williams review, and its findings in relation to the future of rail.

HS2 and Northern Powerhouse Rail were two critical elements to the rail prospectus, within a set of deliverables to address the current rail challenges. It was vital that the network is developed to support sector growth, and manage passenger demand. Transport for the North and the Department for Transport have already undertaken some work in relation to a growth strategy for rail stations and how they can contribute to the growth of the GM economy as a whole.

There is a national review of HS2 to which GM are contributing.

In relation to tram-train, there was a new momentum for taking this forward following the Prospectus, and a number of potential corridors had already been identified.

Members welcomed plans in relation to Stockport Train Station, as a key element of the Mayoral Development Area, there was already work underway to engage with Network Rail to deliver improvements in and around the station. However, there was also a programme of work required to fully understand the impact of HS2 on Stockport Station, and release further capacity for localised services.

A member of the committee urged that myths around the potential for surplus funding should HS2 be cancelled are challenged, as without the removal of fast trains from the network, capacity will not be able to be increased and therefore HS2 was a vital contributing factor to the successful development of the train network.

Members were concerned that there had been little progression in relation to tram-train, and only ever one trial in the UK. It was felt that there was little commitment from Government in relation to these concepts and potentially further expansion of the Metrolink system would be greater supported.

A Member asked about the potential for a train station in Diggle, as this was not included in the 2040 Delivery Plan. Officers confirmed that this Plan was still in draft form, and the

consultation responses were currently being reviewed. Final agreement on its content would be approved by the GMCA in due course.

A Member reported an exceptional station at Hindley, which had been improved by the Friends of Hindley Station group, and a range of activities undertaken with young people and other disadvantaged groups. The Station had also recently been awarded a Wigan in Bloom award.

Members were reminded of the Community Friends Day where all groups were invited to share good news and have a networking opportunity. There was a lot of activity like this across the network, and it was important to recognise all their efforts.

A member urged for consideration to be given to a station request for Cheadle, where the platform remains, and a potential to serve a number of large scale employers. Officers confirmed that Cheadle was on the map as a potential new station site, however there were some challenges as a result of a single track to and from the station.

In relation to a tram-train service to Marple, a member also urged that officers consider a rail route to Stockport. Officers confirmed that a rapid transit corridor between Marple and Stockport had been considered, however it was proving a challenging business case to address as the end point was not of a significant scale.

The Wigan-Manchester line passes at the base of Logistics North, which would prove an ideal location for a station to service the businesses. Members added that Bolton to Walkden railway line could also be used to link to Bolton Hospital. Officers agreed to consider the opportunity provided through the Bolton-Walkden line.

RESOLVED /-

1. That the reports be noted.
2. That it be noted that the Delivery Plan was currently in draft form, and following the review of the consultation responses, would be submitted to the GMCA for approval.
3. That the Committee record its thanks to all Friends of Station Groups, with special mention to the Friends of Hindley Station who had recently received a national award for their work with young people and disadvantaged groups, in addition to a local award from Wigan in Bloom.
4. That it be agreed that TfGM respond directly to Councillor Stuart Haslam in relation to proposals relating to links to Bolton Hospital.

GMTC 48/19 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

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

GMTC 49/19 FORTHCOMING CHANGES TO THE BUS NETWORK - PART B

RESOLVED /-

That the report be noted.

Date: 25 October 2019

Subject: Sport England Memorandum of Understand Refresh

Report of: Steven Pleasant, Portfolio Lead for GM Moving

PURPOSE OF REPORT

1. In 2016, Greater Manchester Combined Authority and Greater Manchester Health and Social Care Partnership and Sport England signed the Memorandum of Understanding to deliver a partnership framework to tackle inactivity and promote more movement to significantly improve health and wellbeing of residents at scale through system change.
2. There has been significant progress since 2016. Increased investment in walking and cycling and the investment into the Local Delivery Pilot as well as unified approaches to Public Service Reform and the continuing journey of health devolution that all support the GM Moving Plan (2017-2021) with an ambition to achieve 2 million moving by 2021 and 75% of the population 'active' by 2025. The collective whole system approach from neighbourhoods through to each local authority area is having an impact and together we are enabling more residents to become active, in fact we are tackling inactivity three times faster than the national average:
 - More adults are moving in GM, up by 1.7% since 2015-16, which is triple the national average increase of 0.5%.
 - 69.6% of the population is active which is progress towards our GM Moving target of 75% moving by 2025 (increase from 68.2% since 2015-16)
 - The gap is closing between the least active and most active boroughs in GM.
3. However, there is still more to do. Refreshing the MOU allows leaders to reflect on the journey so far and recognise the current strategic and policy direction, acknowledge the investment and priorities and chart a path for the future and next phase of the relationship

and the work. By increasing active lives we enable our workforce and citizens to be happier, healthier and more productive.

RECOMMENDATIONS:

The GMCA is requested to support the following recommendations:

1. Note the progress and impact of GM Moving to date.
2. Agree to the refreshed MOU (appendix 1), the direction of travel and the shared priorities of focus.
3. Seek the GMCA’s commitment to support the ambitions of GM Moving and the whole system approach needed to have population scale impact.
4. Agree the refreshed MOU will continue to be steered by the GM Moving Executive, chaired by Steven Pleasant with senior representatives from GMCA, GM Health and Social Care Partnership, Transport for Greater Manchester, Sport England, GreaterSport, GM Active and representatives from the VCSE. Progress against the GM Moving Plan will be tracked with regular updates to the GM Health and Social Care Board.

CONTACT OFFICERS:

Steven Pleasant steven.pleasant@tameside.gov.uk	Sara Tomkins sara@greatersport.co.uk	Hayley Lever hayley@gmmoving.co.uk
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Equalities Implications – see paragraph 4.3, 5.2 and 6.

Risk Management – N/A

Legal Considerations – see MOU – appendix 1

Financial Consequences – None see section 12.

Financial Consequences – N/A

Number of attachments to the report: 0

BACKGROUND PAPERS: N/A

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	NO

Memorandum of Understanding

Memorandum of Understanding

Between

The Greater Manchester Combined Authority

and

The Greater Manchester Health and Social Care Partnership

and

Sport England

1. PARTNERS TO THIS AGREEMENT

1.1 This Memorandum of Understanding (“**MoU**”) is between:

- The Greater Manchester Combined Authority (the “**GMCA**”);
- The Greater Manchester Health and Social Care Partnership (“**GMHSCP**”); and
- The English Sports Council (“**Sport England**”).

Collectively, “the **Partners**”.

1.2 The Greater Manchester Health and Social Care Partnership, created in April 2016, comprises all the local authority and NHS organisations in Greater Manchester (GM), including GMCA, representatives from primary care, NHS England/Improvement, the voluntary, community and social enterprise sector, Healthwatch, Greater Manchester Police and the Fire and Rescue Service. Its vision is to deliver the greatest and fastest possible improvement to the health and wellbeing of the 2.8m people of GM. A first Memorandum of Agreement was signed on 29 July 2016.

2. PURPOSE OF THIS MOU

2.1 The intention of this MoU is to create an updated agreed framework that reflects how the Partners will work together over the next five years and agree the areas of focus for a whole system approach to tackling inactivity and promoting more movement to improve the health and wellbeing of residents.

2.2 The ambition is to achieve significant positive change to the health and wellbeing of residents at scale and through system change.

2.3 The strong synergies between the ambitions of Partners and, in particular, a shared commitment to improving the health of the 2.8m population of GM is key to the

collaboration. Tackling inactivity and focusing on those groups in the population who are least active, will provide the biggest gains and best value for public investment and shared resources.

2.4 This MOU provides an opportunity to:

- To explore Government's and Sport England's strategy, Towards an Active Nation 2016-21 for sport and physical activity alongside GM strategies, including the GM Moving 2017-2021 strategic ambition, and policies supporting a community led approach regarding health, economic growth and social wellbeing.
- Reflect on what's worked in the relationship between the Partners since they joined forces in 2016 and build on this.
- Create space to listen, look at things differently, do things differently, allowing innovation and a test and learn culture which provides different propositions that promote inclusion. Work with people to enable healthy, resilient and empowered communities, including communities of identity and place.
- Agree appropriate shared measures for all joint areas of work, which will focus on decreasing the number of inactive people, increasing participation of underrepresented groups and increasing the number of people moving more regularly.
- Connect the contribution that 'moving more' can have to delivering the fastest and greatest improvement to the health and wellbeing of GM residents, to the delivery of the Sport England Strategy - 'Towards an Active Nation' and GM's Health and Wellbeing strategies.
- Embed the contribution 'moving' can have into the structures and systems in GM.
- Radically upgrade population health improvement across GM and support the transformation of public services.
- Have a joined up conversation supporting the population of 2.8million people in GM to be more active (our shared purpose).
- To work together to ensure effective monitoring and evaluation and to capture insight so we can demonstrate impact across Government's five outcomes for sport and physical activity – Physical Health, Mental Wellbeing, Individual Development, Social/Community Development, and Economic Development and work towards the GM Moving ambition of 2m active by 2021.

3. SCOPE OF THE MEMORANDUM OF UNDERSTANDING

3.1 This MoU sets out at a high level how the Partners will work together in a collaborative partnership ("the **Partnership**").

3.2 The MoU is not intended to be legally binding except as specifically stated in relevant clauses.

4. BACKGROUND

4.1 Significant progress against the GM Moving Plan (2019-2021) has been made by the Partners since 2016, for example:

- More adults are moving in GM, up by 1.7% since 2015-16, which is triple the national average increase of 0.5%.

- 69.6% of the population is active which is progress towards our GM Moving target of 75% moving by 2025 (increase from 68.2% since 2015-16)
- The gap is closing between the least active and most active boroughs in GM.

4.2 Nevertheless, the evidence base for continuing to take action on sport and physical activity is compelling.

Physical Inactivity – doing less than 30 minutes of moderate physical activity a week – is one of the top ten causes of early mortality in England. GM has a high level of inactive population – around 596,800 residents (26.8% of the population vs England average of 25.1%), with an estimated cost to health services in GM of £26.7m per year (2013/14 prices) related to diseases (Heart disease, Diabetes, CVD, Cancer) that could be prevented by exercise. Evidence shows that inactivity is a major contributory factor to low health outcomes and early mortality in GM, affecting productivity, attainment and cohesion of our communities.

4.3 Key challenges facing GM and Sport England include:

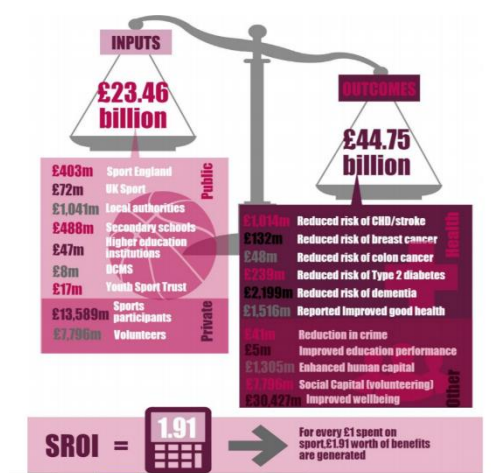
- GM is significantly worse than the England average for inactivity across almost all age brackets (equal to the national average amongst 16-30 year olds), with 27.9% of women and 25.5% of men doing less than 30 minutes of physical activity a week and six out of every ten young people are not reaching the 60 minutes of activity a day. Research in GM indicates that a significant proportion of the population want to be healthier and more active.
- The link between physical inactivity and obesity is well established. While everyone would benefit from being more active every day, this is especially true in GM, with 65% of adults and 28% of children classified as overweight or obese, which is significantly worse than the UK average.
- More than 1 in 16 adults in the UK have diabetes, 90% of whom have type 2 diabetes, which is associated with lifestyle. Being active can reduce the risk of developing this condition by as much as 40%. People with diabetes can reduce their need for medication and the risk of complications by being more active. Although GM fares slightly better than the national average – with just over 1 in 16 adults reported as having diabetes – this is still a significant public health issue
- One in eight women in the UK will develop breast cancer at some point in their lives. Using 2014 population estimates from the ONS, this would put over 172,000 women in GM at risk. Being active every day can reduce that risk by up to 20% and also improve the lives of those living with cancer.
- Congestion in GM is a constraint on economic growth and a significant health risk, with road transport contributing 75% of emissions of nitrogen oxides, 81% of particulates and 32% of carbon dioxide emissions. With data showing that 40% of journey up to 2km in GM (more than 1.1m trips) are made by car, promotion of active travel would improve resident physical activity levels and reduce the negative health and environmental impacts of travel patterns.
- Inactivity levels are unequal, a deeper understanding is needed with a focus on closing the inequality gaps.

4.4 Patients who are inactive have 38% more days in hospital, 5.5% more GP visits and 12% more nurse visits.

4.5 Physical activity programmes at work can reduce absenteeism by up to 20% and on average physically active workers take 27% fewer sick days. Furthermore, research suggests that participating in 3 x 30 minutes of activity per week could translate to an average increase in earnings of 7.5% due to improved productivity, social capital/networks and motivation to perform.

4.6 The sporting economy contributes £39bn to the UK's GDP with one million people employed in the sport and physical activity sectors. In 2016, the Sport Industry Research Centre at Sheffield Hallam University measured the social return on investment was £1.91 for every £1 invested.

In GM, independent forecasts from Oxford Economics estimate that the sporting economy employs 20,800 people, generating £331m of GVA, (From the GMFM model which measures the values of goods and services produced in an area).



5. ABOUT THE GREATER MANCHESTER COMBINED AUTHORITY AND THE GREATER MANCHESTER HEALTH & SOCIAL CARE PARTNERSHIP

5.1 The GMCA and GMHSCP intends to secure the greatest and fastest possible improvement to the health and wellbeing of the 2.8 million citizens of the conurbation. The GMCA and GMHSCP's ambition, as set out in the GM Strategy, is to develop a new model of sustainable economic growth where all residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life.

- 5.2 To achieve this scale of ambition the GMCA and GMHSCP needs to:
- Ensure all residents, regardless of gender, wealth, ethnicity or age are connected to the current and future economic growth in the conurbation, including quality work, improved housing, and strengthened education and skills attainment;
 - Deliver effective integrated health and social care across GM, with a much stronger prioritisation of wellbeing, prevention and early intervention;
 - Close the health and social inequalities gap faster, within GM and between GM and the rest of the UK;
 - Take every opportunity across the life course to support residents to be in control of their lives and their care;
 - Forge partnerships between public services, social care, universities, science and knowledge industries, voluntary sector and businesses for the benefit of the population.
 - Commission for reform, through viewing people as assets, reducing demand for services and driving fiscal sustainability.

6. ABOUT SPORT ENGLAND

- 6.1 Sport England's vision is that everyone in England, regardless of age, background or level of ability, feels able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone- meets their needs, treats them as individuals and values them as customers. (Towards An Active Nation 2016 – 2021).
- 6.2 To achieve this ambition Sport England will:
- Focus on sport and physical activity's contribution to five broader outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development
 - Ensure its approach to sport and physical activity is built around behaviour change and the principles of behavioural science, insight and customer focus. This is a new and radically different approach, and it is essential that these principles are applied before any interventions are developed.
 - Place the highest priority on tackling inactivity and prioritise demographic groups who are currently under-represented in engagement with sport and physical activity.
 - Help those who currently have a resilient sport or physical activity habit to stay that way, and to encourage the sector to work with them do this more efficiently and at lower public subsidy.
 - Work with a wider range of partners based on the principle of 'it's what you can do that counts, not who you are'.

7. WAYS OF WORKING

- 7.1 Since 2016, the relationship of the Partners has evolved as a result of a shared ambition, understanding of collaborative advantage and working on an equal footing. The journey over the last few years has seen continued joint investment, innovative and new ways of working and a renewed set of aligned priorities that will enable us to redesign how 'moving more' is normalised in a place. This partnership brings a clear line of sight between national, regional, local and 'hyper-local' challenges and provides opportunities to work better with other organisations, the voluntary sector and residents who are at the heart of our thinking.
- 7.2 As a result, the roles and responsibilities have moved towards a shared intended way we will continue to work together. The Partners agree to the following ways of working:
- Joint strategic thinking, shared decision making and aligned ambitions and priorities;
 - Commitment to genuine collaboration, co-production and being 'in the work' together;
 - Being present, open, honest and transparent to enable high challenge and high support;
 - Respect each other's strengths and expertise as well as competing demands and find the common ground;
 - Being agile, flexible and prepared to work in different ways when necessary due to the dynamic and emergent nature of the work;
 - Accepting innovation and that GM is a test bed within a bespoke devolved context;
 - Measuring what matters and sharing what works so evidence can translate into practice and demonstrate value;
 - Connecting people and information to accelerate progress within a place.

- 7.3 On a day to day basis the Partners will work as one team, welcome open communications, actively listen to each other's different perspectives and look for ways to work better together and support the strengths we collectively bring. The Partners will bring people together from within systems and across departments and geographies. It is intended that deep relationships are forged, which will allow the Partners to be brave and support innovative solutions. The Partners recognize that the approach will feel challenging at times as new approaches are tested. The Partners will endeavour to 'roll with it', allowing the power of the partnership and the genuine collaborative spirit we have created to be nurtured, providing the strength needed to stay focused, resilient and to keep us moving forward.
- 7.4 Central to the work is a commitment to supporting behaviour change and a social movement through enabling people to take control of their current and future lifestyle choices including keeping active at all stages of life, and engaging with public, voluntary and private sector workforces to support an integrated and whole system approach to embed 'moving' into the fabric of daily life. The work will be guided by the public service reform principles:
- A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services;
 - An asset-based approach that recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits;
 - Behaviour change in our communities that builds independence and supports residents to be in control;
 - A place based approach that redefines services and places individuals, families, communities at the heart;
 - A stronger prioritisation of wellbeing, prevention and early intervention;
 - An evidence led understanding of risk and impact to ensure the right intervention at the right time;
 - An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations.

8. PRIORITIES

- 8.1 The Partners, at this stage in their work together, aim to establish a social movement that encourages whole system thinking and population scale change to enable more people to 'move' therefore tackling physical inactivity in the GM population. If more people from every background and regularly take part in sport and physical activity we will see physical and mental health improvements. Immediate benefits include aerobic fitness, a boost to our mood resulting in reductions in depression and anxiety and improved sleep, to longer term health benefits e.g. the reversal of Diabetes Type 2, keeping our muscles and hearts strong, reducing inflammations and cancers, helping improve balance and other cognitive decline like dementia. Beyond individual benefits, there are also wider social and economic benefits. Some key areas of joint policy focus at this stage include:
- **Transport, built & natural environment** with commitments to active design principles and global street design best practice as part of 'made to move' cycling infrastructure investment, GM Transport Strategy 2040 and Sustainable Journeys Strategy, the spatial

framework, alongside green and blue investments including parks and community spaces. Making the case for infrastructure investment across the North and in GM and continue to argue for similar day-to-day powers over the running of transport as in London, including more devolved powers over the rail network and the local and strategic road network.

- **Clean Air** with GM’s Clean Air Plan supporting national clean air strategies to reduce carbon and how active travel can contribute and improve the breathability of our region especially our young people.
- **Healthy Workplaces** with a commitment in GM’s Good Employment Charter to developing productive and healthy workplaces allows for active workplaces and workplace wellbeing to contribute to increasing productivity and supporting the Government’s Industrial Strategy. The workplace Daily Mile builds on the success in schools will help enable GM be the first Daily Mile City Region.
- **Health Services.** Moving more and physical activity embedded as the ‘Miracle drug’ in GM’s NHS and social services as part of implementing the GM Prospectus (Social prescribing, Making Every Contact Count, NHS Health Checks etc). Working in partnership with the health ecosystem with a focus on tackling inactive people and addressing health inequalities.
- **Liveable and sustainable communities.** Investment in our communities from youth justice and youth services (free bus travel) to education nudges (the Daily Mile ambition in 75% of all primary schools) to fair wages, working well and active ageing work. Building on the Local Pilot test and learn approach to encourage stronger local collaboration to create sustainable active communities and healthier places by listen to people and innovating within the system that create new habits that enable people to move more every day. How can we remove fears of benefit sanctions if you are seen to be active, support more physical activity in education, maintain our green spaces as well as whole system approaches to moving more?

9. GOVERNANCE

- 9.1 Sport England is a proactive member of the GM Moving Executive. The terms of reference for the GM Moving Executive have been agreed by the Partners.
- 9.2 The GM Moving Executive will be fully integrated into the GMCA/GMHSCP governance structures, reporting into the GM Reform Board and GM Health. Through this it will support the Health and Social Care Partnership Board and Joint Commissioning Board with relevant decisions that relate to population health improvement through physical activity and sport. The GM Moving Executive will support transformation funding decisions with evidence, strategic advice and innovation.
- 9.3 The Chief Executive of Sport England and the Heads of GMCA/GMHSCP will meet regularly (at least twice a year) to identify and agree areas for collaboration.
- 9.4 Regular senior level meetings will be held between the GM Chief Executive portfolio holder and the responsible Director of Sport England to assess the relationship and identify further areas of collaboration.
- 9.5 The MoU and the Partnership will be reviewed annually.

9.6 Each party confirms that no actual, potential or perceived conflict of interest exists in relation to their role within the Partnership. Each party will endeavour to ensure that no such conflict of interest arises and agrees to promptly notify the other party if it does. Where there is notification of an actual, potential or perceived conflict, the parties will discuss and agree the necessary actions to ensure a conflict of interest is avoided.

10. COMMUNICATIONS

10.1 Each party will give the other five working days' notice of intended communications activity relating to the Partnership.

10.2 The Partners will agree a form of words to describe the Partnership and protocols for agreeing communication content, share brand guidelines, establish press office contacts, and liaise regularly about communications opportunities.

10.3 The Partners will not speak on each other's behalf.

10.4 Both parties will continue to publish information independently that is not linked to the Partnership.

10.5 Where the Partners have both evaluated and agreed evidence or good practice to be disseminated to others it will bear both communication brands. This will not limit each from publicising evidence or best practice using solo brands.

10.6 Corporate identity guidelines will be adhered to.

11. CONFIDENTIALITY AND DATA

11.1 The Partners agree and acknowledge that the discussions related to the Partnership and the MoU may include confidential information and are subject to a separate Non-Disclosure Agreement ("NDA"). Neither party will disclose confidential information without the prior written consent of the other party in accordance with that NDA.

Data sharing and Freedom of Information

11.2 The Partners will adhere to protect personal data.

(i) "Where any Personal Data are processed in connection with this MoU, the Partners acknowledge that they each act as a Data Controller.

(ii) The Partners will comply with all relevant Data Protection Legislation.

(iii) "**Data Protection Legislation**" means (i) Regulation 2016/679 of the European Parliament and of the Council on the protection of natural persons with regard to the Processing of Personal Data and on the free movement of such data (General Data Protection Regulation) (the "**GDPR**"); (ii) the EU e-Privacy Directive (Directive 2002/58/EC); and (iii) any and all applicable national data protection laws made under or pursuant to (i) or (ii); in each case as may be amended or superseded from time to time."

11.3 The Partners acknowledge that each is subject to the requirements of the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations and shall assist and co-operate with each other to enable compliance with its information disclosure obligations.

11.4 Where one Party considers that any information it has provided to the other is exempt from disclosure under the FOIA, it must tell the other party and refer to the relevant exemption and give reasons why it is so exempt.

11.5 Notwithstanding clause 11.4, each party acknowledges that each other party, upon any request for disclosure, shall be responsible for determining in its absolute discretion whether any of the content of the MoU is exempt from disclosure in accordance with the provisions of the FOIA and/or the Environmental Information Regulations.

12. PAYMENT

12.1 No payments will be made by any Partner under this agreement. There are commitments of investment but these will be governed by separate agreements.

13. WIDER OPPORTUNITIES

13.1 This MoU does not limit the scope for potential joint work and each Partner will seek to explore any collaborations, locally, nationally or internationally, which might deliver game changing results.

14. REVIEW

14.1 The Partners will work continue to work collaboratively for a further period of five years (2019 – 2024) and this refreshed MOU updates the Partnership to support the shared objectives of the Partners. The Partnership will be reviewed annually to confirm continuation and regular updates of shared objectives.

15. GENERAL

15.1 The Partners agree that they will comply with the relevant rules, regulations, policies and procedures of the other organisations to the extent necessary for the purposes of the implementation and operation of this MoU.

15.2 This refreshed MoU will come into force on the date of signature below and will remain in force unless terminated. It will be subject to review on an annual basis in accordance with clause 9.5.

15.3 This MoU can be terminated by either party on giving at least three (3) months' notice in writing to the other.

15.4 The terms of the MoU can be amended by mutual agreement in writing of the parties.

Signed:

**The Greater Manchester Combined Authority and the NHS in Greater Manchester
By:**

**Lord Peter Smith
Chair, Greater Manchester Health and Social Care Strategic Partnership Board**

**Andy Burnham
Greater Manchester Mayor**

Eamonn Boylan, Chief Executive GMCA

**Dr Tom Tasker, Chair NHS Salford Clinical Commissioning Group and
Chair, Greater Manchester CCGs: Association Governing Group (AGG)**

**Cllr Brenda Warrington
Co-Chair, Greater Manchester Health and Care Joint Commissioning Board**

**Sir Mike Deegan
Chair, Greater Manchester Provider Federation Board**

**Dr Dharmesh Patel
Primary Care Advisory Group (GPs), Chair Greater Manchester LMC's**

**Jon Rouse
Chief Officer, Greater Manchester Health and Social Care Partnership**

**Liz Windsor-Walsh
Chief Executive of Action Together and representative of 10GM and GM VCSE Leadership Group**

**The English Sports Council
By:**

**Tim Hollingsworth
Chief Executive, The English Sports Council**

Date: 25th October 2019

Subject: Greater Manchester Local Industrial Strategy Implementation

Report of: Councillor Richard Leese, Deputy Mayor and Portfolio Lead for Economy

PURPOSE OF REPORT

This report updates the Greater Manchester Combined Authority (GMCA) on the Implementation Plan for the Greater Manchester Local Industrial Strategy (GM LIS) and the associated resource requirements.

RECOMMENDATIONS:

The GMCA is asked to:

1. Note the work that is underway to implement the GM LIS and agree the proposed governance arrangements.
2. Review and agree the Year 1 Milestones set out in Annex 1.
3. Approve the request for £3m of funding over three years to support the implementation of the GM LIS, to be sourced from retained business rates.
4. Delegate authority to the GMCA Treasurer, in consultation with the GM Portfolio Chief Executive for Business/Economy and the Deputy Mayor for Business/Economy, to finalise the budget and allocation of the projects for GM LIS Implementation following consultation with the Growth Board.

5. Note that an update will be brought to the May 2020 GMCA on overall progress with implementation in 2019/20 and the 2020/21 implementation plan milestones for approval.

CONTACT OFFICERS:

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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – Revenue – section 4

Financial Consequences – Capital – n/a

BACKGROUND PAPERS

- Greater Manchester Independent Prosperity Review. Available here: <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/>
- Greater Manchester Local Industrial Strategy. Available here: <https://www.gov.uk/government/publications/greater-manchester-local-industrial-strategy>
- Greater Manchester Local Industrial Strategy update, June 2019. Available here: https://www.gmcameetings.co.uk/download/meetings/id/4738/21_local_industrial_strategy

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	Yes
EXEMPTION FROM CALL IN	

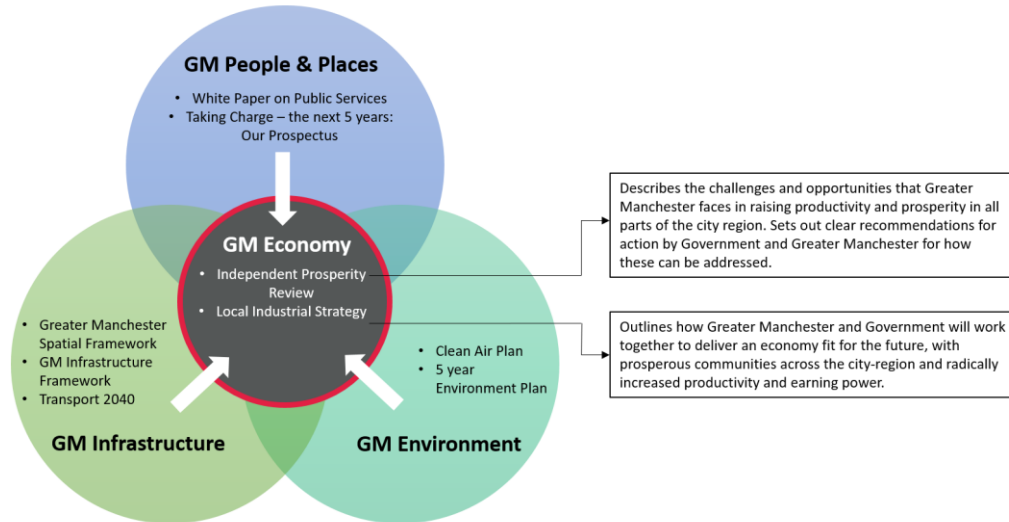
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A	
GM Transport Cttee	Overview & Scrutiny Committee	
N/A	Economy, Business Growth, and Skills: 11 th October	

1. Background

- 1.1. In June 2019 Greater Manchester (GM) and Government (HMG) jointly launched the Greater Manchester Local Industrial Strategy (GM LIS), one of the first Local Industrial Strategies in England.
- 1.2. The launch generated significant media interest and was covered by the national and local press (including the Guardian, the i Paper, MEN, Local Government Chronicle) and broadcast media (including on ITV Granada, BBC Sunday Politics, BBC Radio Manchester, and Global Radio (Heart/Capital)). There was a significant social media impact from the launch, with the hashtag #IndustrialStrategy trending in number one place on Twitter in Manchester on the afternoon of June 13, reaching an estimated 607,000 people. Twelve video voxpops were produced and shared, including high-profile commentators and representatives of GM LEP and GMCA, which have now been viewed over 20,000 times.
- 1.3. Since the launch, the GM LIS has been enthusiastically welcomed by a wide range of stakeholders, including local businesses and business representative organisations, universities and colleges, social enterprises and voluntary organisations, and others. A common strand of feedback is that the strategy provides welcome certainty about the direction of economic policy in the city region, at a time when the national and international situations are extremely uncertain. It gives GM a clear set of priorities around which to coordinate action, which is specific enough to drive impactful activity now, but flexible enough to respond to changing circumstances.
- 1.4. Discussions with Government officials continue to be positive and there remains a high degree of engagement as we move towards implementation. The national Industrial Strategy Council, tasked by Government to independently oversee implementation of the national industrial strategy, visited Manchester in early-October and had a roundtable discussion about the GM LIS, including around how Government and GM can ensure effective implementation and how learning from our trailblazer experience could be shared across the country as the policy is rolled out to other local enterprise partnership areas. There is now a need to capture the momentum generated through the launch and press on with the implementation of the GM LIS.
- 1.5. The GM LIS does not work in isolation. It responds directly to the evidence base created through the GM Independent Prosperity Review and supports the implementation of the Greater Manchester Strategy ('Our People, Our Place') and its objective to make Greater Manchester one of the best places in the world to grow up, get on in life and grow old.
- 1.6. Successful implementation of the GM LIS will also depend on a number of plans being developed locally. These include the draft Greater Manchester Spatial Framework, the white

paper on Unified Public Services for the People of Greater Manchester, the Health and Social Care Prospectus, and the 5-Year Environment Plan.

FIGURE 1 GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY IN CONTEXT



1.7. Following the GM LIS launch, significant work has been undertaken to develop the governance channels to oversee implementation of the GM LIS, and to define the capacity and resources needed to deliver against the first set of actions that will underpin this long-term plan for Greater Manchester’s economy.

1.8. This paper sets out the proposed approach to governing GM LIS implementation; the priority actions for 2019/20 and year 1 milestones against all current actions, and the proposed allocations of resources to support implementation in this initial phase.

2. Governance

2.1. The implementation of the GM LIS is a core priority for the GMCA. To ensure that the GM LIS is effectively delivered, strengthened programme governance mechanisms are required to ensure the actions set out in the Implementation Plan are progressed and that cross-cutting activities are embedded in the work of all relevant parties.

2.2. Subject to endorsement by the GMCA, it is proposed that the governance arrangements for implementing the GM LIS will include:

- The GM Growth Board¹ and GM LEP² will have joint accountability for implementing the strategy.
- The GMCA will agree a GM LIS Implementation Plan annually, including agreeing an overall budget for its implementation. The first Implementation Plan is provided in Annex 1 of this paper for approval by the GMCA.
- Following approval of the GM LIS Implementation Plan by the GMCA, the GM Growth Board will oversee delivery of the actions. An annual update on progress with implementation will be brought to the GMCA, with ad hoc updates as appropriate as key initiatives meet major milestones.
- In addition to overseeing delivery on behalf of the GMCA, the GM Growth Board will be responsible for coordinating Local Authority implementation; ensuring alignment across policy themes; and integrating the priorities in the GM LIS with key investment portfolios.
- The GM LEP will be responsible for providing strategic leadership and challenge; overseeing key initiatives; and ensuring strong links with the private sector. The July 2018 national LEP Review 'Strengthened Local Enterprise Partnerships', set all Local Enterprise Partnerships a single mission to deliver Local Industrial Strategies to promote productivity, in the context of the development and implementation of the UK Shared Prosperity Fund³.
- Each member of the GM LEP has been given a lead for a year 1 priority activity within the GM LIS and will work with appropriate GM officers and other relevant Boards and Committees to drive the delivery of this action.
- A GM LIS Programme Delivery Executive has been established, chaired by the GM Lead Chief Executive for Economy and Business, and made up of lead officers from the GMCA and key delivery organisations, including GM local authorities. This Executive is responsible for providing senior officer oversight of all of the actions in the GM LIS and

¹ The GM Growth Board is chaired by the Deputy Mayor for Business/Economy and its membership is made up of the economic development portfolio holders from the 10 GM districts, representatives from the LEP, and senior officers from the GMCA, TfGM, and Growth Company. It provides strategic leadership in the development, delivery and monitoring of GM's economic development and growth agenda, including oversight of GM investment funding streams.

² Greater Manchester's Local Enterprise Partnership is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GMCA) to deliver the conurbation's growth ambitions. It has fifteen members, eleven non-local authority members and four representing the GMCA.

³ The UK Shared Prosperity Fund is the funding Government has pledged to introduce to replace the EU structural funding areas receive to boost economic development, including to provide support for businesses and employment.

establishing specific sub-groups as appropriate to ensure that key priorities are progressed.

- The GMCA Executive Director for Policy and Strategy will act as the Senior Responsible Officer (SRO) with overarching responsibility for GM LIS implementation, and will sit on the LIS Programme Delivery Executive.
- Discussions are underway with Government to identify appropriate lead officers both in terms of overall programme governance and individual actions.

2.3. Work is currently on-going with Government officials to agree this Implementation Plan and embed the GM LIS and its evidence base in future national decision-making. The GM LIS commits Government and Greater Manchester to an annual review of progress against the Implementation Plan, with an annual review meeting of a joint Government and GM Implementation Group. This Group will be comprised of senior officials from across government and GM. Discussions are underway with government regarding the membership of this group. It is expected that it will meet for the first time in early-2020 and may need to meet more regularly than annually in the initial phase of GM LIS implementation. This Group will be in addition to the six monthly performance meetings that are held between Government and the GM LEP, which also include discussion around the implementation of the GM LIS.

3. GM LIS Actions and the Implementation Plan

- 3.1. The GM LIS sets out a wide range of cross-cutting actions to strengthen the city-region's economy, improve the foundations of productivity, and ensure that growth benefits all people and places. Some of these actions require GM to adapt or realign existing activity, and some include setting up new institutions, programmes or ways of working. Some of the actions are for GM partners to undertake and some are joint actions with HMG.
- 3.2. The GM LIS Implementation Plan 2019-20 defines 52 actions for the first three years of the strategy implementation period (set out in Annex 1). These are the actions that the GMCA, GM LEP, GM districts, GM partners and business can drive forwards now - or in the near-term - to improve prosperity and productivity. These actions do not constitute the entirety of the actions needed to deliver all of the ambitions in the GM LIS, and new actions, alliances, off-shoots and responses to the strategy will emerge over the coming years.
- 3.3. A core feature of the way the Implementation Plan has been developed, and how it will be progressed, is a bottom-up approach to working with districts to identify the key actions, both at a district level and a GM level, that should be prioritised. Work is already underway,

led by the Directors of Place group⁴, to develop tailored local responses to the GM LIS based on the specific opportunities and barriers in each locality, and to coordinate GM and district level implementation across different policy areas.

- 3.4. The Implementation Plan sets out lead organisations, who will be responsible for coordinating implementation with a wider set of GM partners as appropriate. There is an assumption that all ten Greater Manchester districts are part of implementing actions where GMCA is a lead or supporting organisation. At a regional level, Greater Manchester will continue to engage with partners in the north and across the country, including other Local Enterprise Partnerships and Mayoral Combined Authorities creating Local Industrial Strategies, to take forward shared priorities.
- 3.5. The 52 actions are not separate, discrete activities. There are interdependencies across all the actions and coordination in the delivery of activities, so that knowledge and resources can be identified and proactively shared, will be critical to unlock the full impact of the GM LIS. For example, there are significant interdependencies between the transport actions and those for digital, health, clean growth, people and place that will need to be identified and coordinated to fully deliver the innovation, productivity and place/people outcomes identified in the strategy. The integrated governance structure set out in section 2 is designed to provide a structure to ensure that GM is identifying any interdependencies and delivering actions in a joined up way that capitalises on them.
- 3.6. Based on discussions with districts, the GM LEP, Government officials, and other partners, the following have been identified as year 1 priorities as they require GM to work quickly with Government and partners to identify new policies and solutions:
 - **Innovation Partnership on Healthy Ageing (action 1 and 2 in Annex 1):** The GM LIS sets out an agreement for Government and GM to create an 'Innovation Partnership' on healthy ageing to develop a robust innovation pipeline to deliver against local and national priorities, building on the capacity that already exists in Health Innovation Manchester. Supporting the potential for global impact from this partnership, is the proposal to establish an International Centre for Action on Healthy Ageing (ICAHA) to accelerate systemic change across health and care for ageing.
 - **Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA, action 5):** Greater Manchester and Government have committed to establishing a new Alliance to drive faster commercialisation of graphene and 2D materials. The Alliance will also be responsible for developing a new manufacturing

⁴ An officer group made up of the 10 Place Directors or similar from each GM district, the GMCA and Transport for Greater Manchester.

strategy for the city region to support all manufacturers (including SMEs) to improve productivity and grow.

- **Digital Broadcasting and Skills Fund (action 9):** The GM LIS sets out that GM will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region, including enhanced skills support to improve access to opportunities for residents.
- **Digital Data Review (action 14):** The GM LIS says that GM will initiate a review of local public data, to report by the end of 2020, to identify and address barriers to making this data openly available for re-use to stimulate open innovation and productivity improvements (including in public services).
- **International Creative and Digital Showcase (action 15):** Government will work with Greater Manchester and trailblazing digital and creative companies in the city-region to promote a locally funded international event that showcases the best of Greater Manchester’s digital and creative industries. A three-day pilot of this event – “Distractions” – took place in summer 2019 as part of the Manchester International Festival.
- **Establishing the Clean Growth Mission (action 16):** Priorities for 2019/20 will be to fully develop the mission model with University College London and embed this model within Greater Manchester. This will include work to understand the financial and governance capacity required at local level to effectively manage a ‘mission’ at the city-region scale including the local powers, structures and planning capacity required.
- **Post-16 Skills, Education and Work Partnership (action 24):** 2019/20 will see the instigation and completion of the joint-partnership agreed in the GM LIS to review the post-16 education, skills and work system. The Partnership is scheduled to report back to the GMCA, Mayor and Secretaries of State within nine months of the GM LIS launch (i.e. by end of March 2020).
- **A Single Infrastructure Plan and Board (action 28 and 29):** Greater Manchester has agreed a city-region integrated infrastructure strategy, which now needs to be converted into a plan, under the direction of the GM Strategic Infrastructure Board. Government has agreed to join this board, and the recruitment of appropriate Officer(s) from Government should take place in 2019. Greater Manchester has also committed to reviewing its institutions, structures and processes to deliver major infrastructure projects.
- **A programme of action for transport innovation (action 34):** Transport for Greater Manchester and the government’s Future of Mobility team have committed to working together to bring together the right set of stakeholders and private and local investors for transport innovations, exploring new technologies and governance models, and potentially trialling them in Greater Manchester. Greater Manchester has already

submitted a bid to the Future of Mobility Industrial Strategy Challenge Fund call for 'Future Mobility Zones'.

- **Management and leadership skills (action 40 and 44):** a programme of work at Greater Manchester level is needed to understand how to address the deficit in management and leadership skills amongst GM businesses identified in the Independent Prosperity Review. This is likely to involve short term actions to better coordinate, align and promote access to existing provision as well as activity with a longer term focus to identify where new types of intervention are needed, and their design.
- **Places (action 48):** The Local Industrial Strategy acknowledges that a thriving and productive economy in all parts of Greater Manchester is essential for the Strategy to be a success. The Local Industrial Strategy announced that each of Greater Manchester's local authorities will develop a borough-level response to the Greater Manchester Local Industrial Strategy, to identify key opportunities and barriers in each locality and ensure coordinated implementation.
- **Evaluation (action 52):** An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and Greater Manchester in delivering against the objectives set out in this strategy. Results will be reported annually to both Greater Manchester, government, and the national Industrial Strategy Council.
- **Communications and engagement (cross cutting action):** action will be needed to embed the GM LIS within the GM (and national/international) business community and across the wide range of public and private partner and partnerships that will underpin the success and diversity of the GM economy.

3.7. Annex 1 sets out the full list of the 52 non-business as usual actions identified in the GM LIS, which represent the first phase of activity for achieving the strategy's ambitions and outcomes. Each action is allocated a lead and supporting organisations, and is accompanied by year 1 milestones. The milestones will continue to develop over the coming months as input is received from the GM LEP, GM Growth Body, national Government and others.

3.8. An update of performance against these milestones, and year 2 milestones, will be brought to the GMCA in May 2020.

4. Resourcing Implementation

4.1. The GM LIS is designed to inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. Progress is already being made to align local resources with the GM LIS. For instance, £8m of Local Growth Fund has been allocated to develop a proposal for an investment pot for skills that will support the LIS priority sectors and also, where appropriate, bring this together with loan/equity sector investment funds to drive growth. The GM Investment Strategy was also relaunched on the

19th September to align the projected £70m of business investment funds the GMCA has under management to GM LIS priorities.

- 4.2. Over time, it expected that a wider set of local and national resources will be aligned to support the delivery of the ambitions set out in the GM LIS including, for example, future investment decisions around the devolved Adult Education Budget and skills, the delivery of the GM Infrastructure Plan, and the implementation of the 5 Year Environment Plan. The GM LIS will also help Greater Manchester decide on its approach to maximising the long-term impact of the UK Shared Prosperity Fund (and other national local growth funding) once its details and priorities are announced. These decisions will be brought to the GMCA in line with existing governance procedures.
- 4.3. Wherever possible, the implementation of the GM LIS is being taken forward by utilising existing capacity and resources within the GMCA, districts, government and partner organisations. However, in order to deliver the implementation plan and the 2019/20 priority actions set out in section 3, there is an additional financial requirement on the GMCA. Whilst options can be scaled as financial considerations require, the current programme would require a £3m contribution (over three years) from the GMCA. This funding will enable GM to progress the delivery of priority actions (including pilot programmes where there are identified gaps in provision), effectively communicate the ambition and impact of the GM LIS, and to ensure that delivery is effectively managed and coordinated with stakeholders (including districts and national government). Any pilot activity that is funded will be subject to the development of full Green Book compliant business cases, assessed against local criteria.
- 4.4. Year 1 activity will focus on establishing the core capacity within GM to drive forward delivery of the GM LIS actions. These streams will dovetail with existing structures and initiatives – including those within the Growth Company, GM business representative organisations, GM’s universities, Health Innovation Manchester, the GMCA and GM LEP, and others – rather than establishing new infrastructure. The key year 1 activities supported by the GMCA contribution will be:
 - **Innovation Partnership on Healthy Ageing:** independent advice, convening, and meeting costs to establish the Innovation Partnership on Healthy Ageing and develop the business case for the International Centre for Action on Healthy Ageing.
 - **Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA):** independent advice, convening, and meeting costs to establish and operationalise GAMMA.
 - **Post-16 Education, Skills and Work Partnership:** to cover external independent input to facilitate elements of research, challenge and visioning.

- **Leadership and Management:** external support to scope out a GM approach to strengthening leadership and management and programme spend to test new approaches to encouraging businesses to adopt productivity enhancing innovations.
- **Identifying and addressing gaps in the innovation funding ecosystem in the city-region:** reviewing the landscape of Early Stage Investment seed funding and Venture Capital Funding and assessing the case for an early stage investment seed funding programme targeted at sub-£500,000 investments.
- **Core LIS Implementation capacity:** providing enhanced capacity within the GMCA Strategy team to lead work with local and national partners to implement the actions and overarching ambitions contained within the GM LIS and to secure additional resources to deliver the actions.
- **Evaluation:** An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and Greater Manchester in delivering against the objectives set out in this strategy.
- **Greater Manchester Business Survey:** funding an external survey of GM businesses to benchmark progress against the core priorities in the GM LIS and to inform (along with the evaluation) periodic reviews of the effectiveness of the actions being undertaken to implement the strategy.
- **Communications and engagement:** external support to ensure that the GM LIS is effectively communicated to GM and national/international audiences.

4.5. It is proposed that the GMCA contribution towards the initial phase of GM LIS implementation is sourced from retained business rates. This GMCA contribution will be in addition to funding received by the GM LEP to deliver GM LIS priorities. At the July LEP meeting it allocated the full remaining allocation of £315,000 Capacity Funds to support LIS implementation in 2019/20.

5. Recommendations

5.1. Recommendations appear at the front of this report.

Annex 1: GM Local Industrial Strategy Implementation Plan (Year 1 priorities are highlighted in red)

Theme 1: Health Innovation

Context and priorities

- The interactions between poor physical and mental health and economic growth stand out in GM and, like all UK cities and regions, GM's population base is ageing.
- The city-region has recognised research capabilities in health innovation and one of the largest life sciences clusters outside south east England. Health and social care devolution has given the city-region greater control over £6bn of health and care budgets. This gives an ability for GM to drive innovation in the health and care system to improve population health, while also creating new industries and new jobs. This makes improving the health of the local population GM's biggest opportunity, as well as its biggest challenge.

LIS 2040 ambition:

- A fully integrated, digital health and care system, using preventative and assistive health tech; helping people stay productive for longer.

Strategic priorities:

- Continue using devolved health and social care arrangements to act as a test-bed for large scale clinical and med-tech trials, accelerating the pace of application of new technologies to manage and treat diseases, linked to core strengths in genomics, precision health, data analytics, and real world environment clinical trials, improving residents' health and developing new export orientated products and services.
- Lead the transformation of health and care systems to respond to the needs of an ageing population by establishing a GM-government Innovation Partnership around the Ageing Society Grand Challenge, and the implementation of the NHS Long Term Plan.
- Through the GM Ageing Hub, link the GM health and care innovation pipeline to global economic opportunities around healthy ageing, and accelerate the pace of health and care system transformation by identifying a home for a prospective International Centre for Action on Healthy Ageing.
- Capitalise on the broader economic and innovation potential of demographic change by creating a city-region test-bed to trial close-to-market goods and services for older people, testing new opportunities and linking them to GM's business, export and skills base.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
1. To spearhead the transformation of health and care systems in response to the needs of an ageing population, GM will establish an Innovation Partnership around the Ageing Society Grand Challenge , with government sitting on its board. This partnership will develop a credible and robust innovation pipeline that adds value to the existing health and ageing research and innovation asserts in the city-region. The partnership's board will comprise representatives from GM, the private sector and government agencies and departments.	GMCA	HInM, GMHSCP	<ul style="list-style-type: none"> • The Innovation Partnership is fully-operational and being overseen by a joint GM-Government Board (which has its own Terms of Reference and strategic objectives to underpin the design of the innovation pipeline). • The partnership has defined a work programme to develop and operationalise a credible and robust innovation pipeline that adds value to the existing health and ageing research and innovation asserts in the city-region (from ideation-adoption-diffusion).
*2. To link Greater Manchester's health and care innovation pipeline to global opportunities around healthy ageing, GM will identify a home for a prospective International Centre for Action on Healthy Ageing (ICAHA) , to complement the National Innovation Centre for Ageing in Newcastle.	Innovation Partnership	HInM, GMCA, GMHSCP	<ul style="list-style-type: none"> • The Outline Business Case (including scope and options) for a GM-based International Centre for Action on Healthy Ageing has been agreed by the GM LEP, Growth Board and the Innovation Partnership on Healthy Ageing. • An options appraisal of potential "home(s)", resources and partners to be involved has been commissioned/is underway, and the Full Business Case is being developed.
3. GM will continue to use its devolved health and social care arrangements, excellence in health research and thriving life sciences and digital industries to act as a test-bed for large scale clinical and medical technology trials , accelerating the pace of application of new technologies to manage and treat diseases, linked to core strengths in genomics, precision health, data analytics, and real world environment clinical trials, improving residents' health and developing new export orientated products and services.	HInM	GMHSCP, GMCA, MIDAS, NICE, GM HEIs, GM Clinical Research Network	<ul style="list-style-type: none"> • GM citizen participation in clinical trials is being increased via the Health Innovation Manchester partnership with the GM Clinical Research Network (using www.researchforthefuture.org) • A formal process to monitor life sciences and digital industries' trial planning is in place to improve GM's readiness to participate in future trials. • 2 large scale GM trials have been agreed with industry and other partners to be initiated in 2020/21. • Industry routes into the GM market are being streamlined by: embedding the Health Innovation Manchester health and social care innovation pipeline as the GM-wide platform for horizon scanning, opportunity capture and decision-making; and defining the GM innovation adoption pathway. • A rigorous coordinated approach to liaising with industry has been adopted, including SMEs.
4. To capitalise on the broader economic and innovation potential of demographic change, GM and government are working to create a city-region test-bed to trial close-to-market goods and services for older people , testing new opportunities and linking them to GM's business, export and skills base.	GMCA/Innovation Partnership	HInM, GMCA, GC, GM HEIs.	<ul style="list-style-type: none"> • Independent work to define the broader economic and innovation potential of demographic change for GM has been completed. • The opportunity for the GM test-bed has been clearly defined, and a prospectus for 'Wave 1' test-bed activity has been published. • GM's proposal for Industrial Strategy Challenge Fund Ageing Grand Challenge has been developed and submitted (Funding Round 3).

Theme 2: Advanced Materials and Manufacturing

Context and priorities

- GM is the home of graphene and other revolutionary 2D and advanced materials. The successful commercialisation, adoption and diffusion of these materials will support an industrial renaissance in the UK and help address all four Grand Challenges.
- GM has a complementary advanced manufacturing base with strengths in materials and textiles, chemicals, and food and drink, amongst others, which provides the industrial capacity to commercialise these new materials.

LIS 2040 ambition:

- More high-quality manufacturing opportunities close to transport links and population centres.

Strategic priorities:

- Develop an ecosystem to commercialise graphene and other advanced materials for the benefit of the GM and UK economy, contributing to the delivery of all four Grand Challenges, through the actions set out in this Local Industrial Strategy.
- Strengthen the city-region's advanced materials and manufacturing clusters, ensuring 'Graphene City' in the former North Campus of the University of Manchester is networked with industrial and technology parks across GM and leading technology parks across the UK.
- Develop 'Advanced Materials City' in the M62 North East Growth Corridor, focused on opportunities in GM's manufacturing base, attracting significant inward investment and giving the market for 2D materials manufacturing a physical home in GM.
- Improve productivity in GM's manufacturing base by adopting Made Smarter approaches to accelerating the development, design, adoption and creative application of digital technologies, Artificial Intelligence, environmental technologies, and graphene and 2D materials, thereby revolutionising manufacturing processes and accelerating commercial growth.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*5. To capitalise on the clear opportunities to connect the local manufacturing base to the potential applications of graphene and 2D materials, and other innovations in GM's universities, to drive industries of the future across the city-region GM will establish a new alliance: GM Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) . GAMMA will, based on independent research, develop and lead the implementation of the city region's advanced materials and manufacturing strategy, and address gaps in the commercialisation and diffusion ecosystem for graphene, advanced materials and industrial biotechnologies.	GMCA	TBC	<ul style="list-style-type: none"> • GAMMA is fully operational, with an established Board (with at least 50% membership from the private sector) representing GM's universities, government, the Local Enterprise Partnership, GMCA, Growth Company (Business Growth Hub and MIDAS), UKRI and the private sector (including SMEs). • GAMMA has developed strategic relationships with the Advanced Materials Leadership Council and other UK assets, such as the University of Cambridge's Graphene Centre, the CPI's Graphene Application Centre and the NPL's National Graphene Metrology Centre. • Appropriate officer capacity to support GAMMA has been secured. • Independent research has been completed on the commercialisation of Graphene and 2D materials in GM so far.
6. A Made Smarter approach can enable increased productivity across the whole manufacturing base encouraging the development, design, adoption and creative application of digital technologies, artificial intelligence, environmental technologies, and graphene and 2D materials. GM's ambition is to create a world class 'Made Smarter' ecosystem , building on the ongoing North West pilot programme, to support all local manufacturers to become leaders in the Fourth Industrial Revolution, capitalising on GM's university strengths.	GC	GM HEIs, GMCA	<ul style="list-style-type: none"> • GM is continuing to lead the implementation and evaluation of the NW Made Smarter pilot programme. • As a result of the ongoing formative evaluation of the Made Smarter programme, an assessment of existing and potential future delivery mechanisms will have been prepared, including a model for how broader GM provision would fit into the national roll-out. • GM is working with local industry, universities and others as appropriate to ensure GM maximises opportunities to attract investment from the Industrial Strategy Challenge Funding Made Smarter allocation.
7. The largest new growth area in GM is the M62 North East Growth Corridor that crosses the boundaries of Bury, Oldham and Rochdale and has the potential to be a magnet for UK inward investment. Development potentially includes over 1 million square metres of new mixed employment space, logistics centres and advanced manufacturing, advanced materials production, renewables and green technologies. Part of the development will be a new specialised Advanced Materials City that includes specialist premises and facilities to pilot particular applications of advanced materials aligned with GM's manufacturing strengths and UK strategic priorities, integrated with digital and transport infrastructure, and skills and training development.	Northern Gateway Board	GMCA, MIDAS, GM HEIs	<ul style="list-style-type: none"> • As part of the ongoing work to define the M62 North east Growth Corridor development, the Northern Gateway Board are defining the strategic approach and model for creating a GM Advanced Materials City in this growth area. The model will include specialist premises and facilities, digital and transport infrastructure and links to education, training and skills development (amongst other factors)
8. Increase capacity to commercialise Graphene (e.g. 'Graphene City') through the development of the new Innovation District (I-D) at the former North Campus of the University of Manchester, which includes three and a half million square feet of new buildings and facilities. This will act as a magnet for additional inward investment and spin-outs.	University of Manchester	GMCA	<ul style="list-style-type: none"> • In Autumn 2019 the OJEU procurement for I-D Manchester will commence (managed by University of Manchester).

Theme 3: Digital Creative and Media

Context and challenges

- GM has the largest digital and creative sectors outside the south east, with the potential to create internationally significant clusters in broadcasting, content creation and media and cyber security, alongside new sub-sectors like e-commerce where the city-region has the potential to lead industries of the future.
- The explosion of the data and digital economy over the past decade is enabling growth across the economy, and has the potential to transform public services to support improved productivity. At the same time, cross-cutting digital strengths will accelerate the use of productivity-enhancing digital technologies and big data in all sectors to meet the Artificial Intelligence and Data Grand Challenge.

LIS 2040 ambition:

- A top five city-region for the digital economy in Europe, with full fibre broadband and 5G coverage, and with internationally-significant media and cyber-security clusters.

Strategic priorities:

- Sustain and grow the internationally significant digital, media and creative industry clusters in the regional centre.
- Revitalise town centres and high streets by supporting creatives, digital entrepreneurs, and innovators to start or scale a business, social or cooperative enterprise.
- Grow our existing and emerging sector strengths in cyber security, broadcasting, content creation and media, software development, digital telecoms, fintech and e-commerce.
- Underpin cross sectoral growth by developing a digital skills pipeline and taking a Made Smarter approach to all industries, supporting firms across GM to adopt productivity enhancing digital technologies.
- Transform the local economy and public services by digitally enabling citizens and making more publicly held real-time open data available for anyone to use.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*9. GM's broadcasting sector is internationally recognised and sits at the heart of a wider content creation and media sector, underpinned by technological innovation and significant public and private investment in the physical facilities to grow, retain and attract media talent in GM, creating a powerful platform for firms to innovate, invest, create content and thrive. GM will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region. This would be supported by a hub and spoke network to support apprenticeships, internships, work placements and graduate recruitment in TV, film and drama content production.	GMCA	TBC	<ul style="list-style-type: none"> • The scope and design of the GM Broadcasting and Skills Fund has been assessed and agreed (including any independent advice required), a fund manager is in place and private sector match-funding is being sought to build on the GM cornerstone funding allocated. • Preparations for publicly launching the Fund by Summer 2020 are underway.
10. Smaller digital and creative clusters exist across the city-region, usually underpinned by strong cultural assets and often linked to social enterprises and cooperatives. From the creative cluster in Ramsbottom to the emerging digital sector around Ashton Old Baths, from Wigan Old Court's innovative approach to repurposing of old buildings in the town centre and the increasingly diverse offer in Oldham's creative and independent quarter, it is clear that digital and creative industries can be a driving force in revitalising local towns and high streets. GM will continue to support the development of digital and creative clusters across the city region.	GMCA	BGH	<ul style="list-style-type: none"> • The updated GM Digital Strategy is to be agreed by the GMCA in November 2019, providing a framework for the development of digital clusters across the city-region. • A two-year culture fund is agreed by GM in Autumn 2019, with contracts live by April 2020. • The first year of the GM Town of Culture programme is live from January 2020. • Outcomes of GM applications for Future High Streets Funding, the Towns Fund, and the Historic Highstreets Fund (that are linked to priorities in the GM LIS) are known.
11. To underpin digital and media growth it is critically important GM has a proper pipeline of digital skills and talent. Action is required to raise awareness of the range of careers and opportunities available; to up-skill and re-train the existing and future workforce so people can adapt to the fast pace of technological change; and to instil the design skills and creativity that facilitates inter-connections between industries, and underpins adaptability and resilience in the economy. GM will work together to develop a robust digital skills pipeline, including the £3m Digital Skills Pilot.	GMCA		<ul style="list-style-type: none"> • Round 1 of the Digital Skills Pilot is launched in June 2019. • Round 2 of the Digital Skills Pilot is launched in November 2019. • Evaluation of the Digital Skills Pilot runs from September 2019 to February 2021. • The £8m Local Growth Fund funded GM Skills Investment Pot is launched in Autumn 2019, with associated impact assessment provisions.
12. Through the GM Digital Strategy, the GMCA is investing in digitally enabling citizens, which includes building basic digital skills and connectivity and a technology platform to improve secure information-sharing across public services, creating more comprehensive family and citizen support. GM has very productive collaborations with government on digital policy and strategy and is building closer ties with the national Connected Places and Digital Catapults to support this work. GM will also establish closer ties with the new National Centre for Data Ethics and Innovation and Office for AI through a new GM Office for Data Analytics.	GMCA		<ul style="list-style-type: none"> • The scope and business case for the GM Office of Data Analytics will be developed and agreed by relevant parties by January 2020.
13. Increasing digitalisation, and the use of artificial intelligence, big data, data science and data analytics and robotics, are changing every sector of GM's economy and every aspect of people's lives and work. The Made Smarter pilot is demonstrating that digitalising production in GM's manufacturing sector can increase competitiveness and efficiency. Building on the pilot, GM will take a 'Made Smarter' approach to improve the productivity of all industries through the development, design, adoption and creative application of digital technologies, alongside skills development programmes.	GC	GM HEIs, GMCA	<ul style="list-style-type: none"> • The Made Smarter framework is integrated within the refreshed GM Digital Strategy (to be launched Autumn 2019). • The evaluation of the Made Smarter programme is ongoing and evidence is being used to inform the implementation of the GM Digital Strategy.
*14. Leading digital cities appreciate the value of releasing local data to stimulate open innovation and enable productivity growth, and support policy ambitions such as clean growth. GM will therefore	GMCA	GMHSCP, TfGM, HInM	<ul style="list-style-type: none"> • Building on the pre-existing pilot activity already underway in GM, the full scale review of local data will be initiated by January 2020.

<p>initiate a review of local data, - to identify and address barriers to making this data openly available for re-use, reporting by the end of 2020. The review will identify willing partners and data owners - including real-time big data owners, and will include an open consultation with the public to allow citizens, businesses and other stakeholders present suggestions. Government will continue to provide policy support on design, best practice, and available data sources.</p>			
<p>*15. Firms that trade internationally are more productive and in a digital future, competitors will be global, not local. To support the internationalisation of GM's digital and media industries, Government will work with GM and trailblazing local digital and creative to promote a locally funded biennial international event that showcases the best of GM's digital and creative industries. This will be supported by a wider programme and digital platform to showcase GM's digital and creative output by providing platforms for artists, musicians, makers, designers, coders and developers to promote products and content around the world.</p>	GMCA	MIF, MIDAS, Marketing Manchester	<ul style="list-style-type: none"> • GM piloted the international event during MIF19. The evaluation of this pilot event - 'Distractions' is being completed and plans for a full scale event will be in place by March 2020. • Government work to promote the event internationally is underway. • The digital platform to showcase GM's creative and digital output is being developed.

Theme 4: Clean Growth

Context and challenges

- The transition to a carbon neutral economy is a global challenge and central to the Clean Growth Grand Challenge, which aims to ensure future growth does not come at the expense of the planet.
- GM's ambition to achieve carbon neutral living in the city-region by 2038 provides a significant opportunity to deliver substantial carbon reductions, environmental and health benefits to residents, whilst also creating new green industries and jobs capitalising on GM's research assets and large low carbon goods and services sector.
- While significant progress has been made in improving the city-region's environment, GM will face challenges including rapidly increasing the energy efficiency of buildings, decarbonising heating and cooling, significantly upscaling local renewable energy generation and decarbonising transport.

LIS 2040 ambition:

- Carbon neutrality that improves quality of life for residents, minimises the productivity impact on businesses and maximises commercial opportunities.

Strategic priorities

- Aim to achieve carbon neutral living within the GM economy by 2038 - driving innovation, the creation of new technologies, improved resource efficiency, and improved quality of life.
- GM's 5-year Environment Plan sets out its long-term environmental vision "to be carbon neutral by 2038". GM will launch the first city-region mission to achieve this, aiming to: deliver environmental improvements that directly enhance well-being, health, resilience, biodiversity and quality of life, including by enhancing the natural capital of the city-region; design and trial innovative technology and financial mechanisms to support delivery of energy efficient homes, buildings and low carbon transport, helping to reach the point at which all new homes and commercial/industrial buildings are net zero carbon; tackle poor air quality - the largest environmental risk to the public's health – through a co-ordinated Clean Air Plan developed by GM's local authorities; accelerate new models of local renewable energy generation, storage and efficiency within the city-region, adopting a 'whole system approach', and testing the creation of a local energy market; and support GM enterprises to accelerate the implementation of energy and material efficiency measures in the design and production of products and services through the Growth Hub and local partners' activity.
- GM will improve air quality by developing a coordinated GM Clean Air Plan to tackle poor air quality, the largest environmental risk to the public's health.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*16. The Prosperity Review highlighted the opportunity to use GM's local ambition around carbon neutrality and environmental improvements to drive mission-based innovation and achieve the coordinated approach required. To maximise the local contribution to the national Clean Growth Grand Challenge, Establish the UK's first city region Clean Growth Mission for carbon neutral living within the GM economy by 2038, driving carbon emission reductions, technology innovation, improved resource efficiency, increased air quality and improved quality of life. This will be delivered through a series of Greater Manchester-led mission-orientated projects.	GMCA	University College London, GM HEIs, GM Businesses and NGOs	<ul style="list-style-type: none"> • A fully developed model for GM's Clean Growth 'Mission' has been created, (working with UCL) – including the governance requirements, resources and delivery mechanisms. • The model has been agreed by GMCA, GM LEP, Low Carbon board and Growth Board (and other parties as appropriate) and is supported by Government. • An implementation plan for the model is in place and beginning to be implemented.
17. Work with Government and built environment professionals to test GM's ambition that all new homes and commercial / industrial buildings should be net zero carbon by 2028 , and see whether it can be achieved sooner (and the intervening steps required such as the balance between building efficiency, on-site energy generation and off-setting measures for remaining carbon emissions).	GMCA	Developers, LAs	<ul style="list-style-type: none"> • The appraisal of adopting a net zero carbon new build policy will be completed as part of the GMSF viability work, to be completed by late 2019 • Net zero carbon buildings policy to be agreed as part of GMSF
18. To accelerate carbon neutral retrofitting and new build, GM will design innovative finance and delivery mechanisms (including a Retrofit Accelerator) to retrofit homes and buildings with energy efficiency and carbon reduction technologies (thereby reducing fuel bills of local authorities, businesses and residents).	GMCA	Growth Hub, Third Sector, NGOs	<ul style="list-style-type: none"> • The Carbon Neutral Buildings Retrofit report has been published. • A Retrofit Challenge Group has been established to facilitate the design of innovative retrofit finance and delivery mechanisms, and an implementation plan is agreed (including an options appraisal). This group will lead on driving forward the target to retrofit 61,000 homes pa
19. A particular challenge is the generation of renewable energy in GM given its established infrastructure and geography, which limit opportunities for centralised power generation. Government and GM will continue to work together to provide the policy, legal and financial arrangements to establish the city-region as an Energy Transition Region to accelerate innovative local renewable energy generation, storage, and efficiency.	GMCA	GM HEIs, Growth Hub	<ul style="list-style-type: none"> • The Strategic Outline Case for a 'GM Energy Transition Region' has been developed and reviewed. • Key partners and stakeholders for delivering the Energy Transition Region have been identified. • Funding for set-up and operation of the Energy Transition Region is being sought. • A 'energy challenge group' will be set up as part of the Clean Growth mission – this group will lead on driving forward the target to install 45 MW of renewable energy capacity in GM • GM Energy Company business case work to be completed by Mar 2020.
20. Establish a place-based whole system approach to energy supply and demand to create a Local Energy Market as a platform for integrating existing into a smart grid.	GMCA	LAs, Energy Cos	<ul style="list-style-type: none"> • Funding to commence detailed design and validation of a Local Energy Market secured. • Options for overcoming regulatory barriers being developed (BEIS and Ofgem).
21. GM will develop large-scale modular construction facilities capable of building new homes at the quantity, pace, and environmental standards needed to deliver carbon neutral living and meet GM's	GMCA	Housing Developers,	<ul style="list-style-type: none"> • Preferred option for a GM approach to Modern Methods of Construction (MMC) identified and action plan agreed.

demanding new homes pipeline. This will be part of a Modern Methods of Construction and Design for Manufacture and Assembly centre of excellence in GM , coordinated with the UK Construction Innovation Hub, and feeding local employment, skills development and training, and supporting a new manufactured homes industry.		LAs, Innovate UK, GM HEIs	
22. The right skills will be essential to delivering the city-region mission for carbon neutral living by 2038. GM will prioritise Rapid action to provide relevant training , particularly in priority skills gap areas such as whole house deep retrofit.	GMCA	Colleges and training providers	<ul style="list-style-type: none"> • Proposal to align GM Skills Investment with priorities in the GM LIS, agreed. • Action plan in place. • STEM Framework being delivered to increase talent pipelines for priority occupations, including action planning for specific requirements of MMC.
23. The shift to carbon neutrality will mean that some firms, particularly those that have carbon intensive operations, will need support to accelerate their progress towards carbon neutrality without constraining growth. GM partners will develop a programme to support businesses to accelerate the implementation of energy and material efficiency measures in the design and production of products and services . This will also support a reduction in waste and the eradication of avoidable single use plastics.	GC/GMCA	GMCA, NWBLT, SMEs, Larger Business	<ul style="list-style-type: none"> • A Business Clean Growth Mission Group will be established, building on existing private sector engagement (incl. Sustainable Business Partnership). • The group is working to map out gaps in current support and future opportunities for collaboration.

Theme 5: People

Context and challenges

- The city-region has made huge strides over the past decade to improve the skills base and reduce the proportion of the population without any qualifications or out of work due to ill health.
- However, poor health and deficits in certain types of skills and talent is restricting economic growth, and the fragmentation in the education and training system presents barriers to further progress.
- GM's ambition is to deliver ambitious improvements in skills and employment for the 2.8 million people living in the city-region. Central to this is developing a responsive city-region skills system that enables all people to achieve their full potential and provides the skills businesses need for the future.

LIS 2040 ambition:

- A skills and work system that enables people to realise their potential, supports emerging industries and is responsive to employers.

Strategic priorities:

- Support institutions to increase the number of people learning in those rated as good or outstanding – from early years, to schools, colleges and training providers.
- Give all young people and adults a clear line of sight to opportunities for education, skills development and work in the city-region.
- Ensure all residents have the functional skills and attributes employers need, particularly English, maths and digital skills; and enhance creative skills.
- Support adults to enter the labour market and progress in work through connected employment, progression and transition support.
- Increase take-up of the technical qualifications, including apprenticeships, needed to drive the GM Local Industrial Strategy (particularly at levels 4 and 5).
- Increase employer investment in workforce development – including digital skills, management and leadership - and in workforce health. It will also ensure that employees are gaining the skills to retrain and progress.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*24. There is great potential in the education, skills and work system. Government (DfE and DWP) and GM have agreed to work in partnership to determine how this can be harnessed. The aim is to ensure the education, skills and work system can support everyone in the city-region to reach their potential, and for employers to have access to the skills needed to deliver the ambition set out in the GM Local Industrial Strategy. Government and GM will work in partnership to explore opportunities to connect national and local post-16 skills and work policies in GM to deliver an effective offer for the 2.8 million citizens of GM. The partnership will report within 9 months to the GMCA and DfE and DWP Secretaries of State, setting out the respective actions all parties agree to take forward and will move the joint working between GM and government to the next stage	GMCA, DfE, DWP	ESAP (and members' networks)	<ul style="list-style-type: none"> • The outcomes of the nine-month programme of joint-work have been reported to GM and the DfE and DWP Secretaries of State, including the respective actions (short and longer term) that all parties agree to take forward and that will move the joint working between GM and government to the next stage. • A 'map' outlining the desired future work/skills system will be complete, as well as a 'roadmap' of how to move from the current system to the system needed to ensure the skills of the workforce to support LIS priorities are developed
25. GM will also align skills and work activity with health and care and other public services , in line with the recommendations of the Prosperity Review, recognising the links between good physical and mental health, employment and productivity.	GMCA, GMHSCP	PHE	<ul style="list-style-type: none"> • A programme of Local Care Organisation development will be in place across the 10 areas of GM and are identifying which local actors can contribute to improving health and well-being at a neighbourhood level and how can they be better connected, including physical and mental health services, support with housing, debt problems, loneliness, employment, and access to leisure. • Two new Working Well expansion test and learn pilots for early help and specialist care & support will have gone live. • Approach to upscaling the GM Reform Investment Fund agreed with government to provide a unified city-region fund to use alongside local funding to drive improvements in health, housing, skills and education, crime and prevention services in tandem and at greater pace. • First phase of the programme of work with Professor Sir Michael Marmot complete, outlining how GM can become the first 'Marmot City Region' in England.
26. To help more people over-50 get back into employment, GM, the Department for Work and Pensions, and the Centre for Ageing Better are exploring a new approach to employability support for older residents using a 'test-and-learn' approach . This will be used to inform the national and local evidence base about what works.	GMCA	DWP, CfAB	<ul style="list-style-type: none"> • Proof-of-concept live, supporting older people to remain economically active in order to promote good health and help employers meet skills gaps
27. Government and Greater Manchester are also working together to support the development of the National Retraining Scheme through the development of the Greater Manchester Local Industrial Strategy.	GMCA	DfE, DWP	<ul style="list-style-type: none"> • Options for developing and aligning the scheme, and the requisite actions, will be explored and reported as part of the activity within Action 24 above.

Theme 6: Infrastructure

Context and challenges

- GM has successfully delivered significant infrastructure improvements and investment in the past ten years.
- The city-region now aims to upgrade, integrate and future-proof its infrastructure, to create a 21st century city-region with extreme digital connectivity, clean and inclusive growth and – through work with others – improved access to national and global markets.

LIS 2040 ambition:

- A coordinated infrastructure system, better commuting and connections north-south and across the Northern Powerhouse.

Strategic priorities

- Develop an Infrastructure Plan for the city-region and identify sources of sustainable, long-term local investment, to sit alongside devolved funding streams, to fund the delivery of the Plan.
- Short-term action to improve transport system performance through rail devolution, bus reform, trialling tram-trains, continuing to expand the city-region's walking and cycling infrastructure, and changing regulations to promote a cleaner, more efficient and integrated transport system.
- Radically improve connectivity with other UK cities through High Speed 2, continue developing GM as the global 'Gateway to the North' through the Manchester Airport Transformation Programme, and work through Transport for the North to deliver the growth case for Northern Powerhouse Rail.
- Develop a roadmap for digital-led innovations that enable better coordination of the transport system.
- Continue transforming the digital connectivity of the city-region to drive economic growth and innovation, working with government to meet national targets of nationwide full fibre coverage by 2033 and full roll-out of 5G technologies for most people by 2027.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*28. To build the integrated 21st century infrastructure that GM needs, a comprehensive infrastructure plan for the city-region is required. This needs to meet both local and national priorities, developed in consultation with government and infrastructure providers, and underpinned by a consensus to propel its delivery and Success. Implementation Plans will take into account how infrastructure development can contribute to the delivery of the full GM Local Industrial Strategy, including the Clean Growth Mission and reforms of the education and skills system.	GMCA/TfGM		<ul style="list-style-type: none"> • A comprehensive plan of work to build a GM Single Infrastructure Plan – covering Transport, Site Infrastructure and Low Carbon infrastructure will be implemented via the GM Infrastructure Programme. This will cover five workstreams around: Strategic Case for Change; Scheme and Portfolio Development; Funding and Financing; Scheme prioritisation and decision making; campaign building
29. To ensure strong national input to the Plan, government will join the GM Strategic Infrastructure Board , overseeing implementation of national and local plans and providing operational expertise to improve the performance of the city-region's transport, housing, energy and digital infrastructure.	GMCA		<ul style="list-style-type: none"> • The GM Infrastructure Programme will involve significant engagement with Government, linked to the Government's response to the National Infrastructure Commission. As the programme develops in the light of that response the correct representative of HMG will be identified to join the GM Strategic Infrastructure Board, or relevant governance arrangements.
30. GM has a successful track record of delivering significant investment programmes. However, delivering truly integrated 21st century infrastructure will require further institutional development to build on the already robust governance, capacity and assurance processes in place. GM will therefore review its institutions, structures and processes to ensure the city-region can continue to deliver successful integrated infrastructure programmes.	GMCA-TfGM		<ul style="list-style-type: none"> • GM will agree the resources and structures needed to progress with the GMIP into 20/21, which will lead into a longer term review of the institutions, structures and processes needed to develop, design and deliver the Low Carbon Infrastructure GM needs to deliver the LIS ambitions.
31. GM will need appropriate and innovative investment and delivery models to deliver the scale and range of investments needed, which do not currently exist. The Prosperity Review agreed with the National Infrastructure Assessment that an integrated strategy for infrastructure at city-region level should be backed up by stable, substantial, devolved funding. GM will consequently explore options for achieving sources of sustainable, long-term local investment into infrastructure .	GMCA-TfGM		<ul style="list-style-type: none"> • Initial proposals for achieving sources of sustainable, long-term local investment into infrastructure for GM have been developed as part of the GMIP workstream outlines in Action 28 above
32. Short-term action is needed to address congestion and increase productivity and employment growth. Building on the powers already devolved to the GM Mayor, GM will continue working with government to improve the performance of GM's transport system through greater local influence over rail services and stations, bus reform, trialling tram-trains, and regulatory reforms that complement the shift to cycling and walking, in the context of the Williams Rail Review.	TfGM		<ul style="list-style-type: none"> • Priorities of TfGM's 2019-2024 Transport Delivery Plan have been finalised, and the necessary programme of reforms has been set out and agreed. • GM's evidence has been to the Williams Rail Review.
33. To radically improve connectivity between GM and other UK towns and cities and with other countries , GM will work to deliver the growth case for HS2; continue developing GM as the global 'Gateway to the North' through the Manchester Airport Transformation Programme; and work through Transport for the North to deliver the growth case for Northern Powerhouse Rail and improvements to Manchester-Sheffield road links.	TfGM	GMCA, TfN	<ul style="list-style-type: none"> • Northern Powerhouse Rail and HS2 Business Cases to be delivered in 2019/20 (subject to outcome of HS2 Review).
*34. To identify the locally-led changes needed to drive and shape innovation-led transport improvements, GM and government will develop a programme of activity for transport innovation to explore new ideas and bring together relevant stakeholders for collaboration.	TfGM	GMCA	<ul style="list-style-type: none"> • Action to be reviewed in November 2019 following the outcome of GM's bid for Future Mobility Zone funding.

<p>35. To continue transforming the digital connectivity of the city-region to drive economic growth and innovation, GM will continue to work with government to meet national targets of 100 per cent full fibre coverage by 2033 and full roll-out of 5G technologies by 2028, and to develop the right investment models and balance of public and private investment.</p>	<p>GMCA-TfGM</p>		<ul style="list-style-type: none"> • Contracts awarded for GM's LFFN programme and delivery underway • As part of this the 'GM Prospectus' will be agreed – to encourage, and make it easier for, private sector investment in fibre infrastructure in GM • Deployment of GM's digital infrastructure investment pipeline is continuing (subject to national and local policy development)
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Theme 7: Ideas

Context and challenges

- Innovation – the development and deployment of new ideas – is embedded throughout this Local Industrial Strategy: in health and care innovation and the development and commercialisation of advanced materials, in meeting the Clean Growth Grand Challenge and in digital and creativity.
- However, there are gaps in the commercialisation ecosystem and GM's research and development spending is lower than comparable city-regions.
- Increasing innovation by firms and across the public sector will be crucial to meet the Industrial Strategy target of 2.4 per cent of GDP being invested in R&D by 2027, and 3 per cent in the longer term.

Strategic priorities:

- Strengthen the city-region's innovation asset base in our Industrial Strategy priority areas of health innovation, advanced materials, digital, creative and media, and clean growth.
- Integrate GM's innovation eco-system to drive commercialisation, facilitate collaborations, partnerships and cross-overs between technologies and industries, and coordinate innovation that addresses the Grand Challenges.
- Drive increased private sector investment into R&D and increase the take-up of national innovation funding in GM to support the achievement of the national 2.4 per cent target.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
36. Government has a target for national investment in R&D to match 2.4 per cent of GDP by 2027. The Prosperity Review showed GM lags behind comparable city-regions in overall R&D spending, R&D tax-credit take-up, InnovateUK funding take-up, and university R&D spending. To ensure GM maximises its contribution to this target and increases overall investment in innovation, it will be critical to extract maximum value from existing innovation assets, and those under construction, and to continue to invest in maintaining world-class excellence in our opportunity areas. Synergies between GM's strengths and the Grand Challenges must also be exploited. GM will continue working with government and UKRI to maximise the impact of existing investments in innovation assets in the conurbation and incentivise private sector investment in R&D.	GMCA	GM HEIs, GC, UKRI	<ul style="list-style-type: none"> • Bids into the Industrial Strategy Challenge Fund, as well as other related innovation funds as aligned to LIS priorities are being encouraged and coordinated, including but not limited to: <ul style="list-style-type: none"> ○ Strength in Places Fund (2 & 3) ○ Manufacturing Made Smarter ○ ISCF Healthy Ageing ○ ISCF Sustainable Plastics ○ ISCF Smart Energy Systems ○ DfT Future Mobility Zone • Working group established to initiate review of the impact of innovation support and funding for GM businesses.
37. To drive faster commercialisation, facilitate collaborations, partnerships and cross-overs between technologies and industries, and coordinate innovation that addresses the Grand Challenges, GM will continue to reinforce its innovation ecosystem , coordinating public and private sector response to the GM LIS, focused on the strengths and opportunities it identifies. This work will be coordinated by the Greater Manchester Innovation Board, whose membership includes local universities, leading innovative firms, the Medicines Discovery Catapult, Manchester Science Partnerships, public bodies, UKRI, and Nesta.	GMCA	Innovate UK, HEIs, GC	<ul style="list-style-type: none"> • Develop a business case and identify potential resources to launch a GM Social Innovation Fund, aligned to the national Industrial Strategy Challenge Funds. • Map opportunities to use public procurement to stimulate innovation across multiple innovation areas, starting with the Clean Growth Mission.
38. To reduce financial barriers to private sector innovation, and drive progress towards the national 2.4% target, GM will also work to identify and address gaps in the innovation funding ecosystem in the city-region.	GMCA	GC, Pro Manchester, NWBLT, GM HEIs	<ul style="list-style-type: none"> • Review complete of the landscape of Early Stage Investment seed funding and Venture Capital Funding in the city-region - in partnership with the City of London, financial services firms, and industrial strategy sectors. This will evaluate missed opportunities to commercialise innovation due to gaps in this section of the financial landscape. This will include an assessment of the case for an early stage investment seed funding programme drawing on private investment and targeted at sub-£500,000 investments.
39. To drive increased private sector investment into R&D, GM will also test new, and evaluate existing, routes for commercialising knowledge. This will include a pilot programme to develop a Cooperative Intellectual Property (IP) Bank.	GC	GM HEIs, GMCA, North West Intellectual Property Office	<ul style="list-style-type: none"> • The outline case for a GM IP Bank will be presented to the GM Innovation Advisory Board for review and to identify likely funding routes and implementation mechanisms that can be operationalised in 2020/21.

Theme 8: Business Environment

Context and challenges

- GM's economy is diverse and there is a sophisticated mix of industries and supply chains in the city-region creating huge opportunities for business growth and diversification.
- Frontier firms in every sector are exporting, innovating and growing investment in the city-region, but a 'long tail' of low-productivity firms exists in GM as elsewhere, and the city-region underperforms on exports and innovation adoption.

LIS 2040 ambition

- Raised productivity and pay across sectors, driven by innovative well-managed businesses which are trading and investing globally.

Strategic priorities:

- Strengthen the leadership and management capacity of businesses and enterprise in GM to increase productivity and skills utilisation.
- Implement a GM Good Employment Charter to improve skills utilisation and management standards and so raise productivity across all sectors.
- Support all business and enterprise to adopt innovations and create new products, services and business models.
Sustain and develop the strong business support infrastructure, based around the Business Growth Hub, by further strengthening support to drive innovation (including business model innovation), productivity, workforce development and scaling up businesses in key sectors.
- Drive further internationalisation of GM's business and enterprise base, supporting exports, inward investment, and international partnerships.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*40. Greater Manchester has a thriving diverse business base and an extensive and mature network of business advice services, centred around the Business Growth Hub. However, business density levels are below the national average and, while there are highly productive firms in every sector, there is a long tail of less productive firms in the city-region. Government and GM have already made significant investments in the Growth Hub, making it the largest in the country. To build on these investments, Government and GM will work together to better coordinate business support programmes for increasing skills utilisation, innovation and productivity; driving up leadership and management capacity, and supporting scale-ups to internationalise as well as the wider business support offer available. Work will focus on enabling more local businesses to access this support, and providing more targeted support including one-to one advice, mentoring and peer-to peer programmes.	BGH	GMCA	<ul style="list-style-type: none"> • Continuing to deliver existing Growth Hub and national programmes and ensure that support is in place to support firms through Brexit, including delivering targeted account management support through the GM-funded Productivity & Inclusive Growth Programme. • Agree scope for joint GM-HMG review of national business support services available to GM businesses to identify opportunities to align programmes and fill gaps. • Secure funding for and implement 'Place Innovation Pilot' in Stockport to test new routes to grow highly productive and innovative business clusters. • Develop a proposal and identify funding mechanisms for an innovation adoption programme (shared asset, B2b learning) with the Greater London Authority and Greater London Growth Hub. • Internationalisation Strategy refreshed in line with the GM LIS. Launched in 2020. • Current scale ups cohorts being supported through the Global Scale Up programme, forging international links and developing new enterprise led events. Second tranche of GM cohorts being onboarded onto the programme. • Revise GM Investment Strategy in line with GM LIS in Summer 2019. • All calls for GM allocations of ERDF (innovation, low carbon, and business support) closed. GM working with MA to advise on successful projects. • See action 42 for leadership and management actions.
41. GM will continue to rationalise regulation services to make access to advice and support simpler and easier for business , particularly regulations relating to innovation and exports.	GM Regulatory Centre of Excellence	GC	<ul style="list-style-type: none"> • Continue to deliver the GM Regulatory Centre of Excellence, providing a "one stop shop" for regulatory support and advice to businesses across Greater Manchester. • Identify – jointly with government – regulatory barriers to innovation and exporting and agree approach to addressing these through the GM Regulatory Centre of Excellence
42. To reinforce GM's increasing contribution to UK soft power, existing global partnerships and approach to business (such as Manchester-India Partnership and Manchester-China Forum), and to build on the focus provided by this Local Industrial Strategy, GM will create a GM Global Prosperity Partnership model , to be promoted by the Department for International Trade. This model will create city-to-city partnerships to build deep two-way relationships, and strategic partnerships in key markets and sectors through programmes on entrepreneurship, technology, IP exchange and collaborative R&D .The model will also build on GM's Global Scale-Up Programme.	MIDAS	GMCA	<ul style="list-style-type: none"> • Model for the Global Prosperity Partnership developed in outline (including agreeing government's role in its promotion), and approach is embedded within the refreshed GM Internationalisation Strategy. • GM Global Scale-Up Programme continuing to support cohorts of high potential firms to internationalise.
43. The development and roll-out of the GM Good Employment Charter , will provide another lever for raising leadership and management, amongst GM's employers, improving productivity, wages, and job quality in all sectors, particularly those that have not traditionally engaged with public sector funded business advice. The Charter will also improve skills utilisation, raise employment standards and encourage employers to focus on the health and well-being of their workforce.	GC	GMCA	<ul style="list-style-type: none"> • The GM Good Employment Charter launched in July 2019 with 60 supporters, • Membership pilot complete in Summer/Autumn 2019, managed by a 'Charter Implementation Unit'. • November 2019 agree membership standards/criteria.

*44. GM will also work with local universities to maximise the local impact of their excellent leadership and management training and development offer.	GMCA	GM HEIs, GC	<ul style="list-style-type: none"> A Leadership and Management Working Group is established to review solutions needed to boost management and leadership skills amongst GM's businesses, and to develop and implement an action plan. Action Plan agreed by March 2020.
45. GM will develop a plan for increasing the productivity of big sectors in the 'foundational economy' , including retail, hospitality and tourism, and social care. GM will work with large employers in these sectors to help understand progression routes and skills gaps to inform the work of the skills partnership and help businesses develop plans to access new workers or tap unused skills among their existing workforce. GM will continue to support the adult social care workforce, developing new roles, better career prospects and leadership training, skills and development. As these sectors face many of the same challenges across the country, GM will also work with other areas on addressing these challenges.	GMCA	GC, GM Anchor Institutions (inc. HEIs)	<ul style="list-style-type: none"> Proposal for developing a plan for the foundational economy is presented to the GM LEP, Growth Board and Public Service Reform Board by March 2020. Launch the GM Business Tourism Strategy 2020-25 and Action Plan including the Business Visits and Events Action Plan including a Productivity Programme to increase business conferences bids, targeting lower occupancy months. Work with Visit Britain and DCMS to develop and deliver the National Tourism Sector Deal, with input that delivers for GM across connectivity, productivity and skills Develop GM Tourism Skills Action Plan including establishing GM Tourism Talent Hub.
46. GM has a strong embedded Social Value procurement policy , which is being updated to reflect Industrial Strategy objectives, including those relating to the foundational economy.	GMCA	AGMA, LAs, other public bodies.	<ul style="list-style-type: none"> Update of GM Social Value Procurement Policy initiated in September 2019 and complete by March 2020.
47. GM will continue to create the optimum conditions for Social Enterprises to thrive and grow productive and valuable careers, products and services, including support and advice on development and innovation.	GMCA	GMSEN, GMSEA, Coop Commission	<ul style="list-style-type: none"> Cooperative commission reports in November 2019 with recommendations for how to create optimum conditions for cooperatives. Launch Social Enterprise Advisory Group by October 2019, reporting in March 2020 for how GM can create the optimum conditions for social enterprises to thrive and support the delivery of the GM LIS..

Theme 9: Place

Context and challenges

- GM has many strengths: from the dynamic city centre, to the creative cluster around the Quays and the concentration of research excellence on the Oxford Road Corridor, to the industrial hubs in Trafford Park, Wigan, Rochdale and Bolton, and vibrant town centres across the city-region.
- The Local Industrial Strategy recognises the city-region's local variation, and aims to bring prosperity to all of GM's communities, in line with the recommendations of the Independent Prosperity Review.

Strategic priorities:

- Ensure a thriving and productive economy in all parts of GM, by maximising national and international assets, city and town centres, strategic employment locations and neighbourhoods.
- Reduce inequalities, promote diversity and improve prosperity by addressing barriers to participating in employment and accessing opportunities across the city-region.
- Building on city, growth and devolution deals and continue reforming public services to ensure local public services are focused on improving outcomes and reducing inequalities.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*48. Through the implementation of this Local Industrial Strategy, GM will seek to strengthen economic areas across the city-region based on their unique opportunities and challenges, building on the diversity of its people and places. Each part of GM and each industry sector will need a different mix of policy interventions to realise their full potential, which could include investment in infrastructure, skills, business support, design and marketing, or specialist incubator spaces and premises. Each GM local authority has committed to setting out how the key issues identified in the GM Local Industrial Strategy interlink with opportunities and barriers in their locality, and to develop action plans to coordinate GM and district level implementation and deliver real change in all parts of the city region.	GM Districts	GMCA	<ul style="list-style-type: none"> • A response to the GM LIS and IPR has been issued by each GM Local Authority, setting out how the key issues/opportunities in their areas align with the GM Local Industrial Strategy. • A GM Transformational Growth Location pipeline covering all 10 districts has been agreed and is aligned with priorities in GM LIS.
49. The GM Model of Unified Public Services is the framework through which the city-region will ensure that all public services are focused on improving outcomes and reducing inequalities. GM will continue to implement and review the city-region's emerging public service reform model, supported by existing innovation funding and other local funding streams. GM will also consider how the funding for the model can be put on a sustainable and long-term basis.	GMCA	GMHSCP	<ul style="list-style-type: none"> • Reform Investment Fund planning/ redevelopment to be initiated in Autumn 2019. • Approach agreed in principle with Government as part of the 2020 Spending Review.
50. The government and GM will agree an Implementation Plan setting out clear milestones, deliverables, and timings for the actions set out in this strategy. An annual review of progress will be produced, that will be reviewed at a meeting of a government and 'Greater Manchester Implementation Group, made up of senior officials from across government and GM.	GMCA		<ul style="list-style-type: none"> • Implementation Plan to be agreed by GMCA in October 2019 and with HMG by end of 2019. • First Implementation Group held in early 2020. • Annual review of progress published in May 2020
51. At a regional level, the GM Industrial Strategy will inform, and be aligned with, the government's Northern Powerhouse Strategy , which is due to be refreshed in 2019.	GMCA		<ul style="list-style-type: none"> • Milestone is dependent on HMG plans for refresh of NPH Strategy.
*52. GM and government will put in place a comprehensive evaluation programme for the Industrial Strategy, that will include project evaluations for the specific schemes that are implemented as part of the GM LIS, An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and GM in delivering against the objectives set out in this strategy. Results will be reported annually to both GM and government. A three-year review will be undertaken in April 2022 on the quantitative impact of the strategy, including an assessment of the current set of interventions and the latest evidence on 'what works' in collaboration with independent experts. Results of the evaluation will also be presented annually to the national Industrial Strategy Council.	GMCA	TBC	<ul style="list-style-type: none"> • Scope for process evaluation to be developed by October 2019. • Evaluation commissioned and initial report by end of 2019. • Initial evaluation results presented to the national Industrial Strategy council in early 2020.

Date: 25th October 2019

Subject: Greater Manchester Armed Forces Covenant Delivery

Report of: Andy Burnham, Mayor of Greater Manchester

PURPOSE OF REPORT

In June 2017, GMCA Members re-signed the Armed Forces Covenant and made a strong commitment to transforming the offer for the Armed Forces Community in Greater Manchester. This report presents a second update on the work that has subsequently taken place.

The report also presents information about future initiatives and campaigns that have been developed using the expertise of the GM Armed Forces Leads and Public Sector partners.

Furthermore, the report proposes that GMCA seeks to maintain delivery and its national position in the lead of developing a coherent regional approach to provide a Gold Standard Offer to the Armed Forces Community. This will require the continuance of the programme lead and the commitment to underwrite the post funding should external funding prove unavailable.

RECOMMENDATIONS:

The GMCA is asked to:

1. Note the update provided on progress made to deliver against the Armed Forces Covenant coherently across GM.
2. Note the forthcoming developments across work strands to further enhance delivery of Greater Manchester's Armed Forces Covenant.
3. Approve the proposal to continue the Armed Forces Covenant post within GMCA.
4. Note the current funding arrangements in place up to end of March 2021 and the proposals for further external funding as outlined in paragraph 4.2 of the report.

CONTACT OFFICERS:

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Risk Management – None

Legal Considerations – None

Financial Consequences – Revenue – Section 4 (relating to a commitment to underwrite the continuance of the Armed Forces Programme Lead post)

Financial Consequences – Capital – None

Number of attachments included in the report: Appendix 1 is part of the report

Comments and/or recommendation from the relevant Overview & Scrutiny Committee - None

BACKGROUND PAPERS:

- Report to GMCA – Armed Forces Covenant March 2018 - https://www.gcameetings.co.uk/download/meetings/id/3075/11_af_covenant_report

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report that means it should be considered exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
GM Transport Cttee	Overview & Scrutiny Committee	
N/A	N/A	

1. BACKGROUND

- 1.1 In Greater Manchester, the Armed Forces Covenant is a commitment by local authorities and their partners from across all sectors to support members of the Armed Forces community in their area. The aim is to embed and sustain activity, ensuring that members of the Armed Forces community receive the support they need in their local communities in recognition of their dedication and sacrifice. Additionally, there have and continue to be significant efforts made to nurture public understanding and awareness of the issues affecting the Armed Forces community and encourage activities which help to integrate the armed forces community into local life.
- 1.2 For the Combined Authority, the Covenant is the vehicle to bring knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It is also an opportunity to build upon existing good work on other initiatives. In that way, a common approach to meeting the needs of this identifiable community within Greater Manchester is being adopted, ensuring that the three underpinning principles of the Armed Forces Covenant are upheld:
- Those who serve or have served in the Armed Forces, and their families, are treated fairly.
 - The Armed Forces Community should not face disadvantage compared to other citizens in the provision of services.
 - Military service and the sacrifice inherent in it should be recognised.
- 1.3 Across GM, each local authority has a lead officer. Together with the GMCA lead, they form the strategic group to deliver the GM Armed Forces Programme. Additionally, GMCA has instigated a quarterly Armed Forces partnership Forum that brings together the public and third sectors operating in support of the community in GM.

2. KEY SUCCESSES TO DATE FOR THE ARMED FORCES COVENANT IN GM

- 2.1 **Website and Armed Forces Covenant Portal.** The website has been launched with significant content for the Armed Forces community.
- 2.2 **Workforce Development.** The GMCA Elearning Package was produced and launched earlier this year.
- 2.3 **Marketing and Communication.** The first of five animated films produced by the GM Armed Forces programme has been distributed. The link to view is here:
- <https://www.youtube.com/watch?v=z6TTLqH2y6A&feature=youtu.be>.
- 2.4 **Health and Wellbeing.** Significant progress has been made in the area of Health, Mental Health and Social Care as part of the commitment made by the NHS in the Long Term Plan

Implementation Framework. The detail of each workstrand is in the enclosed Appendix, but the areas covered are:

- High Intensity / Complex Need Provision.
- GP Pilot Tameside and Rolling Best Practice into the GM GP Excellence Model.
- Hospital Trust Pilots.
- Suicide Prevention.
- Bereavement by Suicide.
- Broughton House.
- Greater Sport's Moving Forces Project.
- GM Suicide Prevention Month of Hope – Armed Forces Event.

2.5 **Transition Pilot.** GM and its place-based offer to the Armed Forces Community is a key partner in the delivery of the Defence Transition Service (DTS) that will launch later in the year. This will see the

2.6 **Housing and Homelessness.** The needs of the Armed Forces community are now fully wrapped into existing support and forthcoming work on access to housing and homelessness reduction.

2.7 **Criminal Justice System.** Significant progress within GMP has seen the offer to all those affected by crime enhanced over the last twelve months. Work to embed a GM Out of Court Disposal solution is also nearing completion.

2.8 **MOD Employer Recognition Scheme.** GMCA was awarded the Bronze Award earlier in 2019 and the Silver Award will be formally awarded to GMCA on 23rd October 2019. This demonstrates not only direct support of employees who are serving Reservists or Veterans, but also recognises the support and advocacy that GMCA does on behalf of the Armed Forces Community. Furthermore, Wigan Council also received a Silver Award and Trafford and Tameside Councils received Gold Awards under the MOD scheme.

3. FORTHCOMING INITIATIVES

3.1 **Marketing and Communication.** The four films to follow the first, generalist animations are in production at the script-writing stage. These will be co-produced with specialists from across GM contributing to the key, awareness-raising messages. Additionally, www.gmarmedforces.com will receive major updates in the coming months to better signpost to locality Armed Forces Covenant delivery and service provision.

3.2 **Health.**

- Rollout across GM of Veterans Covenant Hospital Alliance and Stockport/WWL NHS Trusts piloted pathways.
- High Intensity Service (HIS) Pathfinder Scoping.

3.3 **Housing and Homelessness.**

- Making Every Adult Matter (MEAM) / Armed Forces Post came online September 2019 and work scoping has taken place.
- Complex Housing Needs Study in scoping, linking carefully to the HIS Pathfinder.

3.4 **DWP / Salford University Third Wave Project.** Salford University's recent Sanctions, Support and Service Leavers project represented the UK's first substantive research to focus on veterans within the social security benefits system. The findings of the project made a series of findings, which have resulted in a follow on project that GMCA will support as part of the GM Armed Forces Programme. This work will hopefully result in national consent for all partners to support DWP to level their playing field with regard to ensuring a common gold standard of support for DWP customers who are members of the Armed Forces community.

3.5 **GM Armed Forces Service Directory.** A joint venture was recently commenced with Broughton House contributing to the effort to build on the success of the placing of support services for the Armed Forces community on the Veterans Gateway. It is planned to produce the directory in a form that it can be held and updated on www.gmarmedforces.com and will be searchable on a both a geographical and need basis.

3.6 **Reserve Forces and Cadets Association (RFCA) / GMCA Forces Friendly Business Forum.** A partnered approach to bring together the business community in support of the Armed Forces community across GM.

3.7 **Further Workforce Development – Housing elearning.** Following on from the success of the Armed Forces Covenant e-learning, a further module is available to be adapted which discusses housing need and provision. This will be evaluated and scoped for production following the GM Housing Strategy work.

3.8 **Criminal Justice System.** The next phase of work to enhance provision for those affected by encounters with the Criminal Justice System will be to scope a coherent support pathways for those who receive custodial sentences and their families.

4. **GM ARMED FORCES PROGRAMME FUTURE**

4.1 Since its inception, the GM Armed Forces Programme has had a partnership approach and co-production at its heart. The GM Lead Officers Group is well established, but in an effort to stay abreast of developments and at the focal point of coordination across the region, significant working relationships and best practice sharing pathways have been forged across the country. with:

4.2 Future work drives the imperative to retain the post, in line with the Reform Board's aspiration to create a focal point at the heart of GM. Funding obtained from MHCLG has ensured that the GM Armed Forces Programme has been extended to end-March 2021; further external funding will be sought and bid for on a rolling basis in order to retain the

programme manager role and funding for specific projects. However, in order to secure the programme and continue the post in the PSR team as part of GMCA, a cost share is proposed between:

- GM HSCP.
- GMCA.
- 10 x local authorities.

The anticipated cost per organisation is £6k per annum.

5. RECOMMENDATIONS

5.1 Recommendations appear at the front of this report.

APPENDIX 1 – ARMED FORCES COVENANT IN GM – WORKSTRANDS IN DETAIL

EXECUTIVE SUMMARY

1. ACHIEVEMENTS

1.1 **Website and Armed Forces Covenant Portal.** As part of the iterative process of raising awareness of the GM Armed Forces Programme, the website was launched earlier this year. At www.gmarmedforces.com, an information portal has been produced which gives information on service provision across GM, using the Veterans and Families Service Directory as part of the Veterans Gateway. This GM Portal has been compiled by the GM Armed Forces Programme lead in partnership with localities to produce a coherent service directory.

1.2 **Workforce Development.** The GMCA Elearning Package was produced earlier this year, capturing first-hand accounts of what life is like in and following transition from military service. It was extremely well received, with all LAs taking the package to place on their Learning Management System. Additionally, it is available on the Armed Forces Covenant Portal at:

- <https://www.elearning.gmarmedforces.com/#/>.

1.3 **Marketing and Communication.** As part of the externally funded programme, GMCA was mandated to create five short animated films to raise awareness of the Armed Forces Covenant in GM. The first one has been produced and was very well received across social media platforms and by stakeholder groups. The link to view is here:

- <https://www.youtube.com/watch?v=z6TTLqH2y6A&feature=youtu.be>.

The next four films are in production and will be released to coincide with significant events / timings:

- Health – late October / early November to coincide with Remembrance.
- Housing and Homelessness – late November in the lead in to Christmas.
- Education – early in 2020.
- Employment and Skills – February 2020 to coincide with the creation of a GM Forces Friendly Employers Forum.

1.4 **Health and Wellbeing.** Significant progress has been made in the area of Health, Mental Health and Social Care as part of the commitment made by the NHS in the Long Term Plan Implementation Framework:

- **High Intensity / Complex Need Provision.** A piece of work to understand and provide a solution to those Veterans requiring acute mental health provision and intensive care coordination and management is nearing completion. The proposal is to pilot a robust clinical case management service that would provide comprehensive case

management to military veterans with complex needs but also deliver critical interventions whilst veterans are engaged with the service rather than refer onto other services and risk veterans falling out of the system.

- **GP Pilot Tameside.** A recent project was conducted in Tameside to increase the identification of military service in primary care records. The project included a wide range of both practice- and veteran-facing activities. Veteran-facing activities aimed to get veterans to tell their GP that they have served in the Armed Forces and would like this recording on their primary care record. Examples of these activities included:
 - arranging text messages from practices asking about military service;
 - adding military service to the new patient registration form;
 - displaying posters at GP practices encouraging veterans to tell their GP about their military service; and
 - active outreach at Armed Forces events across Tameside encouraging veterans to tell their GP practice about their military service.

A report has been produced to support other localities adopting this approach, along with leaflets, posters and a video, which are available to use across GM¹. Furthermore, this activity underpins the aim to enrol all GP surgeries across GM into the Royal College of GPs Military Veteran Aware Accreditation Scheme² by providing tangible evidence of benefits to patient and GP. The aspiration is to incorporate this in the GM GP Excellence Model.

- **Hospital Trust Pilots³.** Two innovative and exciting pilot schemes are underway in Stockport and Wigan. Stockport NHS FT and Wigan Wrightington and Leigh NHS FT have looked in detail around the entrance and departure from in/out patient services in their hospitals and are working in partnership, with the support of Stockport Council, Wigan Council, GMCA and GM HSCP to provide a template for the other 16 FTs in GM to consider adopting. It is hoped that this project will lead to all FTs across GM applying for Veterans Covenant Hospital Alliance⁴ status and be able to provide considerable depth to their service provision for Veterans and their families.
- **Suicide Prevention.** Recognising the issue of suicide amongst Veterans, the GM Armed Forces Programme has worked closely with the GM Suicide Prevention Executive. As a result, one of the individuals highlighting their story in the recent Shining a Light on Suicide campaign, was Owen, a former Royal Engineer from Bury. This has served to further raise awareness of the mental health needs of the Armed Forces community.

¹ Available at <https://www.tameside.gov.uk/armedforcescovenant>.

² NHS Long Term Plan Implementation Framework Reference D5, p43.

³ NHS Long Term Plan Implementation Framework Reference D5, p43.

⁴ Part of the NHS Getting it Right First Time initiative, the Veterans Covenant Healthcare Alliance (VCHA) is a group of over 30 hospitals which aim to improve the healthcare that veterans receive from the NHS. Veteran Aware hospitals will help provide integrated care and a single source of advice to veterans on the support available to them

- **Bereavement by Suicide.** In a similar vein, the GM Bereavement by Suicide project has its staff asking the Armed Forces identification questions when those affected by suicide contact the service. The GM AF Programme has promoted the service and has also created bespoke information to support the Armed Forces community in GM. This has been formed into a webpage which can be accessed here:
 - <http://www.shininglightonsuicide.org.uk/the-military-community/>.
- **Broughton House.** As the sole provider of nursing care for members of the Armed Forces community in the NW, Broughton House has received a £3M loan towards the construction costs of its innovative care model. Phase 1 is nearing completion with subsequent phases now funded. Furthermore, Broughton House has significant experience in caring for Veterans and links are being forged with GM care provision best practice in order that the organisation's learning can be shared with others operating in the care sector in GM.
- **Greater Sport.** As part of a linked bid for funding, GM is home to the Moving Forces project which links sport and fitness activity to mental and physical wellbeing. This programme is now in its second year and is active across Tameside, Rochdale and Manchester local authority areas. It will engage across the ten localities from 1st June 2020 and is a key part of the Health offer across GM.

1.5 **Transition Pilot.** GM is a key partner in the delivery of the fledgling Defence Transition Service (DTS). This will see DTS staff discuss military personnel seeking to transition from Service and live/work in the GM area with a focal point within GMCA. This allows for a fully networked approach, through the GMCA lead officers and locality place based teams, to provide advice, guidance and support to those leaving the military to settle in GM, as well as assisting with spousal employment and issues such as school placement. The stakeholder group took place on 11th September 2019 with full operational capability set to be achieved later in the year. In addition, information leaflets are in production to support this activity, which will signpost to the GMCA focal point; these will be distributed to military resettlement centres in soft copy by 30th November 2019.

1.6 **Housing and Homelessness.** As part of the drive to embed the needs of the Armed Forces community into the wider transformation of public service delivery, the GM Armed Forces programme has meshed into the wider GM Strategic Housing Group work. In January 2019, MHCLG sought consultation on a number of issues surrounding housing access for the Armed Forces community and the Armed Forces and Housing team in GMCA coordinated a consolidated response from all GM stakeholders, including GMHP. This has resulted in the needs of the Armed Forces community being fully encapsulated in the GM Housing Strategy and the forthcoming pan-GM framework that will improve access to social housing. Additionally:

- **Housing First.** When Housing First went live, it did so with two distinct points at which former members of the Armed Forces could be identified. This is to enable the signposting to additional support options that may be available to the Armed Forces community.
- **A Bed Every Night (ABEN) Scheme.** All those accessing support through ABEN are asked if they have previously served in the military in order to enhance the offer of support available to them at the point of entry and thereafter in the scheme. To date, 4% of those asked have confirmed former service, which is representative of the number of Veterans in the wider GM resident population.
- **GMHP.** In operation for 18 months, GMHP has an active workstrand that supports the Armed Forces community, both in the respects of tenant population and employees. This work has led to a number of GMHP members setting up bespoke Armed Forces projects and GMHP, as a consortium, signed the Armed Forces Covenant in May 2019. GMCA colleagues are embedded in the work to enhance the Covenant offer from GMHP and are actively engaged in work to support housing providers do more to support the Armed Forces Community.

1.7 **Criminal Justice System.**

- GMP has embarked upon a programme of enhancing its support to the Armed Forces community and has created a network of divisional leads and champions to further the work. The programme is fully aligned with the wider GM Armed Forces Programme and the GM Armed Forces Programme Manager sits on the GMP Armed Forces Steering Group and the GM Adult Offender Management Board.
- As part of the wider work around Out of Court Disposals, an Armed Forces strand has been developed that will see all those identifying as former service personnel being referred into a military third sector partner to achieve risk assessments and action planning. This is a precursor to further scoping to deliver support to Veterans in custody and their families.

2. **ONGOING WORK**

2.1 **Marketing and Communication.** The four films to follow the first, generalist animations are in production at the script-writing stage. These will be co-produced with specialists from across GM contributing to the key, awareness-raising messages. Additionally, www.gmarmedforces.com will receive major updates in the coming months to better signpost to locality Armed Forces Covenant delivery and service provision.

2.2 **Health.**

- Once the full lessons have been identified, the creation of a template to support NHS Trusts applying for Veterans Health Covenant Alliance and the 'Stepping Hill Model' of support will be rolled out.

- As part of the GM Suicide Prevention Month of Hope, an Armed Forces event is being planned.
- Work is underway to understand the compatibility of the NHSE High Intensity Service (HIS) Pathfinder Programme and the GM aspiration to support those who have acute and complex mental health issues, requiring intensive care management and coordination.

2.3 **Housing and Homelessness.**

- **Making Every Adult Matter (MEAM) Post.** Funding drawn down from MHCLG has assisted in securing the two-year secondment of an individual to support GM's MEAM agenda. This post will also complete a number of smaller projects to further analyse the needs of the Armed Forces community in a number of areas. This work will provide a template to approach service design and provision.
- **Complex Housing Needs Study.** Rudimentary Analysis from Salford identified that there is a cohort of Veterans that have highly intensive, complex needs borne out of their chaotic lifestyles. There are currently few facilities to provide the first step out of homelessness and work is being scoped to understand the quantum and begin to understand how their needs could be met, using existing facilities and enhancing pathways.

2.4 **DWP / Salford University Third Wave.** Salford University's recent Sanctions, Support and Service Leavers project represented the UK's first substantive research to focus on veterans within the social security benefits system. The findings of the project made a series of recommendations, including:

- Ensuring that all JCP staff are provided with training on the adjustments and easements applicable to Armed Forces veterans and their families and, more broadly, around the mental/physical health impairments that may affect some veterans.
- Reviewing the efficacy of the AFCs, mapping good practice and identifying areas requiring improvement.

Following the publication of the report, the DWP asked the research team to develop a collaborative project (Third Wave) to address some of the key recommendations. Discussions are underway with funders and DWP to have GM as pilot area to trial interventions to support DWP's transformation into an organisation that gives gold-standard support to the Armed Forces community. The GM Armed Forces Programme Lead will act as a coordinator for the project and will support by offering the GMCA Armed Forces e-learning package as an option to upskill DWP staff.

2.5 **Reserve Forces and Cadets Association (RFCA) / GMCA Forces Friendly Business Forum.** Charged with promoting all activities Armed Forces Covenant-related, the RFCA have agreed to work in partnership with GMCA to establish which employers have signed the Covenant in GM. This will facilitate the creation of a Forces Friendly Employers Network, which aims to:

- Provide a forum for best practice in supporting the employment and development needs of ex-forces personnel and their families.

- Spread the positive message amongst other employers of the benefits of employing ex-forces personnel.
 - E.g. the Government's introduction of a one-year moratorium on employer national insurance contributions for companies hiring former armed service personnel.
- Encourage other employers to sign the Armed Forces Covenant and demonstrate support to the Armed Forces community across GM.

It is anticipated that this network will form in early 2020 to coincide with the Employment and Skills animation video, as previously discussed.

3. **NETWORK AND WORKING RELATIONSHIPS**

- MOD (London) Armed Forces Covenant Team.
- MOD (NW) Military Cooperation and Integration.
- MOD Defence Transition Service.
- NW Veterans Advisory and Pensions Committee.
- Veterans UK.
- NHSE Armed Forces Commissioning Team.
- NHS NW Armed Forces Network.
- GM HSCP.
- DWP (regionally and nationally).
- LGA Armed Forces Covenant Officers Group.
 - Sharing of best practice and information with over 40 local authority and regional leads.
- Liverpool City Region.
- Lancashire County Council and the Lancashire Armed Forces Covenant Hub.
- Northumbria University's Northern Hub for Veterans and Military Families Research.
- WMCA.

Date: 25 October 2019

Subject: GMCA Culture Funding 2020 onwards

Report of: Cllr David Greenhalgh, Portfolio Lead Leader for Culture and Alison McKenzie-Folan, Portfolio Lead Chief Executive for Culture

PURPOSE OF REPORT

This report summarises progress of the first year of the GM Cultural Portfolio and outlines a proposed revised approach to GMCA investment in culture, to support delivery of the Greater Manchester Culture Strategy: Grown in Greater Manchester, Known Across the World, from April 2020 onwards.

RECOMMENDATIONS:

GMCA is asked to:

1. Note progress to date within the GM Cultural Portfolio, in particular the increase of 39% in engagement with GMCA funded cultural organisations as a result of a new investment approach agreed by GMCA for 2018-2020.
2. Agree the proposed revised approach to GMCA investment in culture from April 2020 onwards, namely:
 - continuation of GMCA investment in cultural organisations and activity across GM;
 - that criteria for cultural organisations bidding for GMCA Culture Fund remain the same as 2018-2020 programme (set out in paragraph 3.3);
 - top-slicing into a separate budget, and at current percentage, non-cultural activity funding currently funded via the GM Cultural and Social Impact Fund;
 - Ring-fence up to £270,000 of the GM Cultural Fund per annum to GM Culture Strategy priorities where they cannot be delivered by a single organisation, but will work with multiple cultural organisations and partners to increase cultural activity and resident engagement.

- Agree that, in line with current practice, the portfolio and programme management costs should be found from within the GMCA Cultural Fund budget.
- That the GMCA Culture Fund programme should be in place for two years (2020/21-2021/2022)
- That, in reaching final recommendations about the portfolio of grants to award, a flexible approach will be needed to consider the issues of balance (across art form, geography and sustainability of the whole GM cultural eco-system) and overall resources available. As part of this process GMCA is minded to consider limiting the amount of funding any single cultural organisation can receive to no more than 15% of the Greater Manchester Cultural Fund subject to understanding the impact on the viability of any organisation affected.

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Marie-Claire Daly, GMCA (Marie-Claire.Daly@greatermanchester-ca.gov.uk)

1 BACKGROUND

- 1.1 In 2016, GMCA established a new Culture, Arts and Leisure Portfolio, recognising the importance of culture to the economic growth, social well-being and attractiveness of Greater Manchester.
- 1.2 The GMCA Culture and Social Impact Fund (CSIF) was launched in 2017 and began funding from April 2018, building on the success of AGMA's Section 48 scheme. The new portfolio saw GMCA investment of £7m over two years go to 28 organisations, 11 of which had not received GM Culture Funding previously.
- 1.3 GMCA agreed the requirement for a Greater Manchester Cultural Strategy, to identify and articulate priority activity and to inform future investment. The Greater Manchester Culture Strategy was agreed by GMCA in March 2018.
- 1.4 The first year of the strategy (2019-2020) is being delivered by GMCA's Culture and Social Impact portfolio and using investment from Arts Council England and National Heritage Lottery Great Place project funding and leveraged match funding for Great Place. This paper proposes an updated investment approach to support Cultural Strategy delivery between April 2020 and March 2022.

2. CURRENT INVESTMENT

- 2.1 The portfolio now includes 28 organisations, 11 of which have not received GM Cultural Funding previously, saw increased levels of investment in Rochdale (Cartwheel Arts) and Salford (Art with Heart), and was able to fund for the first time an organisation based in Wigan (Wigan STEAM). The new portfolio also includes investment in visual arts for the first time (Centre for Chinese Contemporary Arts) and allows GM to support young contemporary popular and jazz musicians for the first time through investment in Brighter Sounds, as well as increasing our support for cultural festivals. GMCA investment in activity delivered by Manchester Jewish Museum for the first time not only supports the only museum of Jewish history outside of London, but also supports a bespoke programme of engagement with BME communities across Greater Manchester. The portfolio also sees a more balanced spread of investment across art-form delivery as well as increasing the delivery of culture to those from protected characteristic groups across GM.
- 2.2 Analysis of the first year's performance of the GM Culture and Social Impact recipients shows that GMCA investment supported 4.6m cultural engagements in the first 12 months; a 39% percentage point increase on the final year of the AGMA Section 48 grant programme which it replaced. 59% of these were with GM residents and 41% were visitors to our city region. This indicates that diversifying the portfolio to support more organisations resulted in increased engagement.

- 2.3 Quality of engagement has remained high and is well distributed throughout Greater Manchester. A draft full annual review, which will be shared with local and national stakeholders, is provided as Appendix A.
- 2.4 The GM Cultural Portfolio has also benefited from Great Place project funding (as agreed by GMCA in January 2019), which has allowed the Portfolio to embed and grow the role and impact of culture in GM communities and wider public sector institutions. Great Place has levered in financial support in a variety of strategic projects that cannot be delivered by a single organisation and require a strategic, rather than delivery focus, and in projects that deliver activity not already supported through the Culture and Social Impact Fund. These include:
- a research partnership with MMU to identify excellence and further develop world-leading practice in Arts and Health;
 - development of an online portal to signpost residents to cultural opportunities across GM;
 - a partnership with the i-THRIVE programme to embed arts practice into childrens' and adolescent mental health services;
 - collaboration with the Health and Social Care Partnership and Action Together Tameside to embed the cultural sector into a GM social prescribing offer;
 - activity with TfGM including support for Our Pass and roll out of a programme that uses yellow school buses to create access to cultural opportunities for GM school children;
 - consolidation of GM as a world leader in Ageing Well through partnership with the GM Ageing Hub and including the roll out of ageing and culture activity across GM;
 - establishing a national centre for Ageing and the Imagination in GM;
 - a major GM-wide commission commemorating Peterloo; and
 - a partnership with GM Libraries to establish libraries as autism friendly cultural hubs, including a programme of staff training and the development of a new, autism friendly cultural activity, contributing to the delivery of the GM Autism Strategy.
- 2.5 Other activity in development or being delivered to support the GM Culture Strategy, includes the Greater Manchester Music Review, support for Greater Manchester's Night Time Economy Adviser, a music and technology festival - Distractions, Greater Manchester Town of Culture, research looking at culture-led regeneration in Greater Manchester and a culture campaign being delivered by Marketing Manchester.
- 2.6 The current programme of Culture and Social Impact funding will end in April 2020. Great Place funding finishes at the same time. GMCA needs to explore how best to support and invest in culture from April 2020 onwards, to secure the implementation of the GM Culture Strategy. This is against the backdrop of securing the legacy of the Great Place project and more recent changes including the Independent Prosperity Review and the development of the Local Industrial Strategy, which highlights the creative industries as a key growth sector

for Greater Manchester. Since GM established a culture portfolio in 2016, we have moved from a direct funding relationship through Section 48, to a mix of direct funding, strategic co-investment direct commissioning and co-development. Tables 1.1 and 1.2 show the growth and diversification in GM's approach to investment and support for culture and demonstrates the range of partners the GMCA Culture team collaborate with on a regular basis.

Table 1 – 2015/18 AGMA Section 48 Investment (AGMA funded £3.3m p.a.)			
<i>Strategies</i>			
Greater Manchester Strategy			
<i>Direct Investment</i>			
Contact Theatre	Dance Manchester	GM Arts	GMCVO
Greater Sport	Halle	Home	M6 Theatre
Madlab	Manchester Camerata	Manchester International Festival	Bolton Octagon
Oldham Coliseum	PANDA	Peoples' History Museum	Proud Trust
Quays Culture (The Lowry)	Royal Exchange Theatre	Water Adventure Centre	

Table 2: 2018/19 GMCA Culture Portfolio				
<i>Greater Manchester Strategies</i>				
GMS	Culture Strategy	Local Industrial Strategy	Spatial Framework	Digital Strategy
Internationalisation Strategy	Ageing Strategy	Population Health Plan	Reform White Paper	Autism Strategy
<i>Greater Manchester Partners</i>				
GM LEP	GM Growth Hub	Health & Social Care Partnership	Marketing Manchester	TfGM
Bridge GM	NTE Advisor	Ambition for Ageing	GM Libraries	GM Archives
GM Ageing Hub	MIDAS			
<i>National Partners</i>				
DCMS	Arts Council England	National Heritage Lottery Fund	Historic England	Creative and Cultural Skills
UK Music	I-Thrive	Big Lottery		
<i>Delivery Partners</i>				
University of Manchester	MMU	Centre for Arts, Health and Social Change	Curious Minds	Manchester Museum
Live Well Make Art	Action Together Tameside	Belle Vue Productions	Sound City	Manchester International Festival
FutureEverything	Rose Marley Management	GM Arts	Company Chameleon	Manchester Histories
Modern Designers	Liverpool City Region CA	Salford CVS	Bolton at Home	Trafford Housing Trust
UMNHSFT	Creative Tourist	Micra	Queen Mary University, London	
<i>Direct Investment</i>				
Art with Heart	Brighter Sounds	Cartwheel Arts	CCCA	Contact Theatre
Dance Manchester	Gaydio	GM Arts	GMCVO	Greater Sport
Halle	Home	Madlab	Manchester Camerata	Manchester Histories Festival
MIF	Manchester Jazz Festival	Manchester Jewish Museum	Music Action International	Bolton Octagon

Oldham Coliseum	People's History Museum	Royal Exchange	The Lowry	The Proud Trust
Water Adventure Centre	Wigan Steam			
<i>Strategic Projects</i>				
Town of Culture	Distractions	Our Pass	Yellow School Buses	GM Music Review
Deeds not Words	Peterloo	Culture Champions	Relative Values	People's Palace Projects
Artivists	Historic Environment TP	Museum, Arts and Culture Festival	Marketing Manchester Culture Campaign	Enterprise Advisors
Meet Your Future	RLWC Festival of Festivals			

3. INVESTMENT APRIL 2020 ONWARDS

- 3.1 Cultural investment proposals below are driven by the evidenced success in increasing engagement in culture as a result of the decision made by Leaders in 2017/8 to increase and diversify the number and range of cultural organisations benefiting from GM cultural investment.
- 3.2 As demonstrated in Tables 1 and 2, the reach and influence of the GM Portfolio has increased significantly, with a range of recently-established partnerships and projects developed, both as part of the Great Place project, and as strategic interventions that deliver GMS and Mayoral priorities. Examples include the digital and creative festival Distractions, Town of Culture, yellow school buses taking schoolchildren to cultural activity and significant activity around Arts and Health and Ageing. These projects cannot be delivered by a single organisation. Below is set out how, without an additional financial ask, the GM Culture portfolio can continue to support cultural organisations directly, as well as resourcing strategically important partnerships and projects that benefit the widest possible group of residents, businesses and places across Greater Manchester.
- 3.3 In 2017, GMCA agreed a set of criteria to assess bids for the GM Culture and Social Impact Fund 2018-2020. As Table 3 below shows the criteria used in 2018-2020, align well with the majority of GM Culture Strategy outcomes, therefore it is proposed that the criteria for Culture Fund investment remains the same.

Table 3: GM Culture Fund Criteria alignment with the 11 GM Culture Strategy Outcomes	
GM Culture Fund Criteria 1 - Contribute to the recognition of Greater Manchester locally, nationally and internationally to attract new investment, new visitors and new talent to Greater Manchester	
Culture Strategy Outcome 5	Increased international recognition of Greater Manchester as a cultural destination, evaluated in partnership with Visit Manchester
Culture Strategy Outcome 11	Improved communication of Greater Manchester's culture and heritage offer that reflects the diversity of our people and places, evaluated through press coverage and resident surveys
GM Culture Fund Criteria 2 - Make a positive contribution to improving skills and employability of residents in Greater Manchester, including support for the creative education, expression and ambition of young people across Greater Manchester	

Culture Strategy Outcome 1	Increased engagement with culture to 70%, as demonstrated by the Active Lives Survey
Culture Strategy Outcome 7	Increased the uptake of cultural subjects at GCSE, A-Level and in cultural and creative apprenticeships and degrees.
Culture Strategy Outcome 10	Developed our reputation as an international leader in arts, heritage, health, wellbeing and ageing, evaluated through number of academic studies, conferences and international collaborations.
GM Culture Fund Criteria 3 - Play a strong role in developing strong and inclusive communities and an improved quality of life for residents, particularly those residents at risk of disengagement or social isolation	
Culture Strategy Outcome 1	Increased engagement with culture to 70%, as demonstrated by the Active Lives Survey.
Culture Strategy Outcome 2	Achieved parity in engagement across all our boroughs, as demonstrated by the Active Lives Survey.
Culture Strategy Outcome 3	Achieved parity in engagement levels from protected characteristic groups, as demonstrated by the Active Lives Survey.
Culture Strategy Outcome 8	Developed a cultural output more reflective of Greater Manchester's people, places and history, evaluated through press coverage.
Culture Strategy Outcome 11	Improved communication of Greater Manchester's culture and heritage offer that reflects the diversity of our people and places, evaluated through press coverage and resident surveys
GM Culture Fund Criteria 4 - Be able to evidence how the project will make a positive contribution to improving residents' health and well-being and meeting our equality duties.	
Culture Strategy Outcome 10	Developed our reputation as an international leader in arts, heritage, health, wellbeing and ageing, evaluated through number of academic studies, conferences and international collaborations.
GM Culture Strategy Outcomes to be delivered outside of GM Culture Fund	
Outcome 4 - Increased the number of people working in the Creative Industries in Greater Manchester as demonstrated by UK Labour Market statistics.	
Outcome 6 - Increased the number of creative businesses in Greater Manchester, as demonstrated by the UK Business Survey.	
Outcome 9 - Increased our international reputation as international leader in co-commissioning and creation and people understand how to access opportunities.	

Social Impact organisations

- 3.4 The GM Cultural and Social Impact Fund investment 2018-2020 reflected the legacy of the AGMA Section 48 funding it replaced, by supporting non-cultural activity and included investment in GMCVO, Greater Sport, the Water Adventure Centre and the Proud Trust at a cost of £460,024 p.a., or 13.1% of the current £3.5m annual budget.
- 3.5 In order to move on from Section 48 and provide clarity on GMCA funding for Culture, it is proposed that for 2020-2022, the same percentage of financial support (13.1%) is top-sliced from the GM Culture Fund to support non-cultural activity. The delivery of GM's VCSE Accord and delivery of strategic support for sport across GM and LGBTQ activity across Greater Manchester.

Growing the portfolio of cultural fund beneficiaries

- 3.6 A Greater Manchester Culture Fund, which provides direct investment to cultural organisations, is still the most appropriate way to support culture across Greater Manchester.
- 3.7 The evidence of increased engagement by growing the number of cultural organisations is set out above, however this does not provide an indication of the quality and value for money of each engagement. It is proposed that applicants will be able to set out a more sophisticated composite measure of value for money covering quality, depth and breadth of engagement as part of the application process.
- 3.8 In reaching final recommendations about the portfolio of grants to award, a flexible approach will be needed to consider the issues of balance (across art form, geography and sustainability of the whole GM cultural eco-system) and overall resources available. As part of this process, it is recommended that GMCA is minded to consider limiting the amount of funding any single cultural organisation can receive to no more than 15% of the Greater Manchester Cultural Fund subject to understanding the impact on the viability of any organisation affected.

Strategic co-investment

- 3.9 Over the past two years, as resource and activity to support the GM Cultural Portfolio has increased, so too have significant opportunities to grow, support and sustain culture in GM. This includes the activity undertaken by the Great Place project, which is working with and across the public sector to embed the essential role of culture in meeting a broad range of Greater Manchester priorities.
- 3.10 The demonstrated track record of Great Place in securing national and local partnership funding represents an opportunity to grow the strategic impact of the Greater Manchester Culture Strategy, whilst not increasing the financial ask to GMCA. The current model of the GM Cultural Fund does not allow for seed-funding, match funding or partnership-building activity to increase GM cultural activity and resident engagement that goes beyond what a single Cultural Fund beneficiary can deliver.
- 3.11 Partnerships developed over the past two years, including Arts Council England, Heritage Lottery Fund, CC Skills, Screen Skills and BFI, alongside partnerships within the GMCA family (TfGM, Marketing Manchester, GM Health and Social Care Partnership) are now well placed to co-develop co-funding approaches that will better deliver all our strategic aims.
- 3.12 It is proposed that GMCA ring-fences £270,000 of the GM Cultural Fund per annum, to deliver GM Culture Strategy priorities where they cannot be delivered by a single organisation.. A snapshot of the type of project supported by these strategic funds currently provided by the Great Place project, in which partners have indicated a desire to co-invest, include;

- Culture Champions, networks of older engaged residents who encourage peers to take part in cultural activity across Greater Manchester to increase engagement in culture.
 - Town of Culture – an opportunity to shine a spotlight on the diverse culture of Greater Manchester’s towns, again increasing access to culture for GM residents
 - Distractions – an annual event to position Greater Manchester at the forefront of international thought leadership around the interface between digital and creative, delivered in partnership with FutureEverything and Manchester International Festival.
 - Continuation of the yellow school buses scheme, working with Transport for Greater Manchester, using yellow school buses at times not in use to transport Greater Manchester school children to museums, galleries, theatres and cultural activity across the city region, removing a significant barrier to increasing in-school engagement with culture.
- 3.13 Evidenced leverage from Great Place and ongoing positive discussions with partners indicates this ring-fenced amount would deliver additional match funding of up to £1m of investment a year to support the delivery of the GM Culture Strategy.
- 3.14 Additional funds would be invested in supporting a number of strategic projects, which supports cultural organisations and increased resident engagement through 2019/20 and 2020/21.

Programme management costs

- 3.15 Programme and portfolio management costs of the GM Culture Fund would remain at the same level as the current programme at £70,000 per annum and will be found from within the GM Culture Fund, as is the case with the current GM Culture and Social Impact Fund programme.

Lifespan of GM Cultural Fund

- 3.16 Currently the GM Cultural and Social Investment Fund is a two year programme, this allows adequate time for beneficiaries to plan an impact programme of activity to support the priorities of the investment. However, the majority of the cultural organisations supported also receive a level of support from Arts Council England (ACE), who currently operate on a four year funding cycle – 2018-2022.
- 3.17 Arts Council England is in the process of developing its next ten-year strategy, which will run between 2020-2030. Should the GM Cultural Fund investment be available to support cultural organisations for four years rather than two, this would work well for Arts Council England, who are keen to develop and test new approaches to place-based funding, ahead of its next investment round, which will commence in 2022.

3.18 It is proposed that the programme beginning April 2020 should run for two years, with a future proposal coming to GMCA for a four year cultural investment programme from 2022/3 to align with Arts Council England funding cycle.

4. Recommendations

4.1 The recommendations can be found at the front of the report.

**GREATER MANCHESTER:
OUR YEAR IN CULTURE
2018/2019**





CONTENTS

- 1) INTRODUCTION
- 2) CULTURE AND SOCIAL IMPACT FUND
- 3) GREAT PLACE
- 4) LOOKING AHEAD



INTRODUCTION

Culture is essential to our identity in Greater Manchester. We have always understood the value of it here. In an ever-troubled and changing world, culture is a foundation in what it is to be Greater Mancunian, outward facing, welcoming and diverse; to express ourselves and forge our place in the world.

Culture and creativity has become more prominent in our work over the last year than ever before. Sometimes, culture can be viewed as a 'nice-to-have', a 'bolt-on' but we take a different view in Greater Manchester; we see culture and creativity as fundamental to who we are, but also essential to the success of our economy and a key enabler for our residents to fulfil their full potential.

The Independent Prosperity Review, the largest economic review we've undertaken in ten years, highlighted creativity and digital as key areas for economic growth in Greater Manchester, and we must build on this to see our economy and residents flourish. Whilst we can't know what employment opportunities might look like in ten, 20 or 50 years, we can ensure that our residents have the creative skills necessary to adapt and develop to the jobs of the future.

Equally, beyond Greater Manchester, our international reputation, and subsequent visitor economy, is driven by our position as a leading cultural destination. This report outlines how far we have come in the last year, and the hard work of the brilliant 28 organisations we fund through our Culture and Social Impact Fund. This report also outlines our progress over the last year, our plans for the future, what we hope to achieve, and how we ensure world-leading arts and culture reaches every corner of Greater Manchester and beyond.

Andy Burnham, Mayor of Greater Manchester

Culture and creativity help us to understand our place in the world and express who we are and the creative and cultural sector make a significant contribution to the economy of Greater Manchester. We want everyone in Greater Manchester to have access and opportunity to express their own creativity; making, participating, contributing to, enjoying and celebrating the distinctive cultural landscape that makes Greater Manchester a great place to live, visit and invest in. We already have a high quality cultural offer. Greater Manchester is a place where artists and cultural organisations deliver high-quality culture that is reflective of our talent and maintains the height of our ambition, whilst positioning Greater Manchester as one of the leading centres for culture regionally, nationally and internationally.

David Greenhalgh, Leader Bolton Council, Greater Manchester Portfolio Lead, Culture

We are rightly proud of our rich cultural heritage and thriving cultural sector, from grass-roots community and heritage groups to internationally significant cultural organisations and cutting edge digital festivals, Greater Manchester has a diverse and distinctive offer. We understand that culture and creativity aren't just the preserve of professional artists and cultural organisations. Creativity can be found throughout Greater Manchester, in our homes, on our streets, in our nurseries, schools, colleges, workplaces and in our care settings.

Alison McKenzie-Folan, Chief Executive, Wigan Council, Greater Manchester Portfolio Lead, Culture

PURPOSE OF DOCUMENT

2018/19 was a phenomenal year for culture across Greater Manchester, with world-class activity taking place on our stages, in our galleries and museums and in our schools, streets and care settings. The year saw the establishment of the Greater Manchester Culture and Heritage Steering Group, the initiation of the Greater Manchester Music Review, inclusion of culture and creativity in a number of key GM strategies, including GM's Local Industrial Strategy and Greater Manchester Culture Strategy and was published on 22 March, 2018, and sets out our ambition that 'Greater Manchester will be one of the best places in the world to create, participate and engage with culture and heritage.'

'Significantly, the ten councils do not see the arts as an add-on. Culture, heritage, and creativity will be included in other Greater Manchester strategies, including its industrial, internationalisation and aging strategies. Ambition runs through the entire strategy – even the title - Grown in Greater Manchester. Known Around The World – suggests that this is more than a municipal talking point but a project which has its eyes on international horizons.' Patrick Kelly, Arts Industry

GMCA CULTURE AND SOCIAL IMPACT FUND

In December 2016, the Greater Manchester Combined Authority agreed to undertake the formal closure of the Section 48 AGMA Grants programme and to the development of a new funding programme for culture under GMCA. The Culture and Social Impact Fund was designed as the replacement fund.

The Greater Manchester Grants Scheme, known as Section 48, was established in 1986. Over that period, priorities and criteria for the scheme have changed, but its core purpose - to support organisations to deliver cultural, social or community activity and services across the ten districts of GM - has remained. A formal consultation launched and ran in Summer and Autumn 2017. The new GMCA Culture and Social Impact Fund was agreed by GMCA in September 2017 and opened for applications in October 2017.

The new portfolio has seen increased investment in Rochdale (Cartwheel Arts) and Salford (Art with Heart) and for the first time ever, an organisation based in Wigan (Wigan STEAM). The new portfolio has also seen significant diversification into visual arts for the first time (Centre for Chinese Contemporary Arts) and young musicians (Brighter Sound). The portfolio also now supports the only Jewish history museum outside of London (Manchester Jewish Museum) and understands the importance of the relationship between digital, creative and business, resulting in a near-doubling of funding for digital-creative organisations.

Over the next few pages, we'll highlight some of the amazing activity delivered through Greater Manchester's Culture and Social Impact Fund between April 2018 and March 2019. This is just a snapshot, designed to give a flavour of the type of work we have supported. So much activity, supported directly by Greater Manchester Combined Authority, our individual districts and by national partners, has taken place. We can and should celebrate and be proud of our rich cultural offer, the creativity of our people and the vibrancy of our places.

In year one of the fund, we saw...

£3.5m invested

**4.6m cultural
engagements
with funded
organisations**

**39% percentage point
increase in
annual engagement
with GM-funded
cultural organisations**



ART WITH HEART

Art with Heart are a not for profit CIC based in Salford who create high quality, accessible artistic experiences. 2018/19 saw the company develop *Stan*, a new play for children which explores communication, friendship, identity, the family unit and dinosaurs. Named after the T-Rex at the Manchester Museum, *Stan* tells the story of a blossoming friendship between a boy who is struggling to cope with the departure of his father, and a deaf girl. A bilingual production performed in English and British Sign Language (BSL), *Stan* positively demonstrates how we can overcome language barriers, and challenges preconceptions of deafness, presenting a strong deaf character in a lead role.

Art with Heart also developed and undertook a national tour of *Declaration*, described as ‘a fun, frank and fearless exploration of ADHD, mental health and diagnosis’. Developed in consultation with medical professionals and mental health support groups, it has collected 5 star reviews. The British Theatre Guide calls *Declaration* “a terrific piece of work—charming, funny, playful and genuinely poignant” as it examines the faces we wear to fit in, and what happens when we dare to stand out. Across 18/19 Art with Heart shared their holistic mobile wellbeing room SPACE and discussion based Equalities workshop to every district across Greater Manchester.

BRIGHTER SOUND

Brighter Sound is a pioneering music charity based in central Manchester. Their work paves the way for the music makers of the future, rebalancing the music landscape so that diversity and creativity can flourish and be celebrated. Support from GMCA’S Culture and Social Impact Fund allowed Brighter Sound to deliver high-profile projects that promote the amazing talent within Greater Manchester

Supported activity included the Hexagon Project, part of Great Exhibition of the North, Manchester Hill, A commemoration of the WW1 battle with young, emerging and professional musicians from Greater Manchester, Disruption & Emergent a young musician’s commission, including a commission of a young disabled musician, Modul Meets, a course in digital improvisation and collaboration for young adults aged 18-25, Junior Jam, a monthly creative music making for children aged 4 to 8 and LGBTQ awareness training for music facilitators working with young people who identify as LGBTQ.

CARTWHEEL ARTS

Rochdale-based Cartwheel Arts promotes social inclusion, cohesion, diversity and regeneration through community participation in vibrant, innovative, high-quality arts projects. GMCA Culture and Social Impact funding supported Cartwheel Arts to develop projects in Rochdale, Oldham, Bury, Wigan and North Manchester and to promote the development art and examples of good practice across the North West.

Cartwheel’s focus is on participation, enabling people who may have had little experience of the arts to explore and develop their creativity and talents, generating a sense of ownership and pride. In July, 2018 Cartwheel delivered The Natural Festival. The festival was developed with Chrysalis, a disability organisation who run a day centre for young adults with multiple and complex needs.



CENTRE FOR CHINESE CONTEMPORARY ART

For over 30 years CFCCA has been at the forefront in bringing Chinese contemporary art to a UK audience, contributing to the recognition of Greater Manchester as the leading UK region in connecting with China, bringing international art to reflect back an interest in Chinese culture that attracts Chinese investment, tourists and artists. GMCA Culture and Social Impact investment has supported continued delivery of their award winning talent development and artist residency programme, strengthening Greater Manchester's status as pioneers in talent exchange and international artistic research, bringing new talent to the city.

CFCCA continues its research into social isolation and loneliness in the Manchester Chinese Community, exploring the role of art within well-being, working with and having a tangible positive impact on local community organisations such as Chinese Health and Information Centre, Manchester Chinese Centre, Tung Sing Housing Association and Wai Yin Community Centre; vitally identifying challenges faced by the community and the opportunities to reduce levels of loneliness through arts and culture.

CONTACT THEATRE

Contact is the leading national theatre and arts venue to place young people at the decision-making heart of everything, delivering a programme that is diverse, accessible and exciting. Across the year Contact delivered an ambitious programme of shows, events and festivals outside of its building while it was undergoing full expansion and refurbishment, reaching over 47,000 people. Culture and Social Impact investment supported Contact to develop a new piece of circus-inspired theatre that saw young people from Manchester and Rochdale work with the internationally-renowned aerial company, Ockham's Razor, and beat-boxer-musician/ Bellatrix, to create a beautiful piece of movement-based theatre. Investment also supported the development and performance of "Oh Man!" in a site-specific location in Salford. Oh Man! Was an exploration of masculinity based on interviews with men of all ages from across Greater Manchester, and received a 4* review in The Guardian. The company also produced 'I am because we are', a new production which toured to 14 GM venues including churches, community centres and support groups, as well as to healthcare professionals in Rochdale, Tameside and Wigan, exploring HIV stigma within black African communities in the UK.

DANCE MANCHESTER

Dance Manchester represents Greater Manchester by attendance at and engaging with the National Dance Network, alongside a range of other national organisations, profiling the GM dance offer, alongside organisations such as the Royal Opera House, Sadlers Wells and more. The company recently worked with the Dance of the African Diaspora section of One Dance UK in 2018 as an advisory partner for a commission to an artist/company working in dance forms of the African Diaspora.



GAYDIO

Manchester-based Gaydio is the world's biggest gay radio station, staffed by around 150 registered volunteers. GMCA funding has supported core staff to train to better support those volunteers.

Many Gaydio volunteers choose to spend time at Gaydio because it's a place they feel safe and unjudged. The youngest volunteer, 14, who is being home schooled because of bullying, volunteered at Gaydio to have a safe space to interact with others. That volunteer is now a valued member of the team who has grown in confidence and technical ability. Having his first pieces aired meant a huge deal to both him and his family. One volunteer wrote "*The cultural project has given me my confidence back! I volunteered at Gaydio to bulk up my CV but feel so overwhelmed with the education I've had. For free. I used to work for BBC Wales but I lost my confidence. Since I've been at Gaydio that confidence is coming back. For some things in life you don't need a paycheck. With Gaydio I'm paid in experience and knowledge*".

GM ARTS

GM Arts works with communities across all ten districts of Greater Manchester, delivering activity in the heart of neighbourhoods that speaks of them and to them. GMCA investment supports GM Arts to develop and deliver cross-borough activity, as well as investing directly in local cultural provision and increasing the reach and scale of existing activity. In 2018/19, GM Arts supported 94 projects across all 10 districts of GM. Activities took place in over 60 wards and were enjoyed by almost 400,000 Greater Manchester residents.

Greater Manchester organisations and events commissioned and supported by GM arts included Global Grooves, Circus Sensible, Illuminos, ARC – Arts for Recovery, Cabasa, Carnival Arts, Oldham Theatre Workshop, Hack Oldham, Manchester Literature Festival; Unity Radio; Journeys Festival (Mcr); Creative City; Young Identity, HerArt, Journeys Festival, MadTheatre, Bolton Film Festival and more. Impact on the residents has been hugely positive; "I love coming here, it gives me a reason to get up..." (Sense of Place participant Tameside).

GREATER SPORT

GreaterSport is a charity with a strategic alliance with the GM Health and Social Care Partnership and Sport England. Their vision is to change lives through physical activity and sport and help to make Greater Manchester (GM) the most active region in England. By 2021 Greater Sport aims to get 2 million Greater Manchester residents moving (30 minutes or more of physical activity per week). Working with partners across Greater Manchester, Greater Sport develops and delivers numerous key strategic projects. Between April 2018 and March 2019, these included a project to get military veterans more active, a project to promote workplace wellbeing across Greater Manchester, a programme of early years activity.



HALLE

The Hallé has a reputation for artistic excellence, ranking it amongst the world's top symphonic ensembles. Now in its 161st season, the Hallé continues to seek ways to enhance and refresh what it undertakes, with aspirations to provide leadership through performance standards, education, understanding and training. Between April 2018 and March 2019 Culture and Social Impact funding supported 30,000 participants' involvement in The Halle for Youth Come, and Play concerts, approximately two thirds of whom were from Greater Manchester. Of the 59,000 people involved in the Halle's Education Programme 45,000 were under 19, approximately two thirds of whom were from Greater Manchester.

The Halle also had number of, very favourably reviewed, large-scale projects such as the Damnation of Faust and Siegfried. The Orchestra continues its regular visits to festivals such as the BBC Proms and the Edinburgh Festival and to broadcast regularly for the BBC, giving national and international profile to the culture of Greater Manchester.

HOME

HOME is a landmark multi-arts venue that boasts five cinemas, two theatres and three galleries, as well as bars, restaurants and retail space. 79% of the visitors experiencing art at HOME in 2018/19 were from Greater Manchester. HOME continued to raise the profile of the region on the international cultural map in October 2018, when it was selected to host the London Film Festival's UK Premiere of Mike Leigh's *Peterloo*. HOME worked with partners Counterpoints and Community Arts Northwest to create and deliver a hugely successful Refugee Artist Festival in June at HOME as part of Refugee Week.

More than 23,000 GM residents participated in engagement activity which included the launch of AMP (Accessible Music Productions) a project for music lovers, makers and shakers aged 18-25 with different abilities and additional needs. HOME's Inspire scheme, a nationally renowned initiative to engage new audiences, went from strength to strength in 2018/19 with tickets being used by GM based community groups & voluntary organisations, including BAME groups, LGBTQ+ groups, refugees & asylum seekers, housing, homelessness, poverty, carers, rehabilitation, complex lived experience & more.

MADLAB

MadLab is a grassroots innovation organisation that develops and delivers projects across Greater Manchester, with a focus on science, technology, arts and culture. Culture and Social Impact funding supported the organisation to work on high-profile programmes focusing on digital making, learning, and innovation - as well as several nationally and regionally significant cultural programmes. Most notably, investment supported MadLab to expand its community venue network for grassroots events in areas of high deprivation. This included events in Portland Basin Museum (Tameside); The Landing, The Lowry (Salford); Fred Aldous (Manchester); Stockport Central Library; St John's Centre (Trafford); The Museum of Wigan Life, Leigh Hackspace (Wigan); Touchstones (Rochdale); Gallery Oldham; Bury Art Museum and Sculpture Centre (Bury); All Souls, Brightmet Library (Bolton).

MANCHESTER CAMERATA

Culture and Social Impact investment supported Manchester Camerata in its work redefining what an orchestra can do. Famous for innovation, the orchestra pops up in all sorts of places, from concert halls to care homes, and collaborates with a spectrum of artists, from classical superstar Martha Argerich to iconic band, New Order.

Throughout 2018-19, Manchester Camerata has engaged with multiple dementia support groups across Greater Manchester to capture and tell the stories of younger people living with dementia. Dementia Voices is a new theatre piece has been created through a programme of public engagement and creative enquiry into the lived experience of young onset dementia. Shining a light on both the positives and negatives of living with dementia, the groups have considered how it affects someone of a younger age and their family and friends.



MANCHESTER HISTORIES

Manchester Histories continues to develop work around the Peterloo 2019 programme with the themes of Protest, Democracy & Freedom of Speech. The main highlights of the year included Manchester Histories Festival in June 2018, and the development of the different strands of activity for Peterloo 2019.

Manchester Histories Festival 7–11th June 2018 offered a packed long-weekender of discovering histories and heritage through music, film, debate, talks, theatre, performance, walking tours, arts and much more. The hub of the festival was located in the iconic Manchester Central Library. 2018 saw Manchester Histories Festival feature a brand-new format, with a programme of work curated by Manchester Histories, alongside partner events happening across Greater Manchester, and all inspired by the festival themes of protest, democracy and freedom of speech.

MANCHESTER INTERNATIONAL FESTIVAL

While the first year of GMCA Culture and Social Impact funding did not fall on a festival year, that does not mean there hasn't been significant activity, around Greater Manchester, supported by this investment. This globally significant Festival continues to contribute to Greater Manchester's status as a world-class cultural city-region with its internationally renowned reputation for quality and innovation. It drives economic development by raising the profile of the city-region, drawing in tourists and attracting inward investment by positioning the region as an international centre for culture.

An increasing amount of creative engagement activity is growing year round, building an active and invested community of residents in MIF leading towards the Factory. Projects like Festival in My House, which invites Greater Manchester residents to host their own micro-international festival at home is a prime example. The programme has helped people present everything from slam poetry to classical music in homes across Greater Manchester.

MANCHESTER JAZZ FESTIVAL

Manchester Jazz Festival is the longest running music festival in Manchester and is unlike any other event on the jazz festival circuit. Award-winning and renowned throughout Europe for their uncompromising commitment to commissioning and presenting new music, MJF develops local and regional talent and pioneers advances in art form and audience development.

Manchester Jazz Festival takes place over the last week of May. MJF is accessible to all, with multiple free events that include contemporary jazz from the Northwest, the UK and abroad, as well as national premières of original work.

Culture and Social Impact funding goes to support the week-long festival, as well as developing and delivering a year-long programme of artistic opportunities across Greater Manchester, working with partners such as colleges, youth jazz orchestras, recording studios, local venues, and pubs and clubs across the region.



MANCHESTER JEWISH MUSEUM

MJM is only Jewish museum outside of London, sharing stories of Jewish Manchester to as broad an audience as possible and in doing so actively promoting an appreciation and understanding of all faiths and cultures. They tell stories of flight and sanctuary, migration and identity – then, and now. Together, they use the past to build a more tolerant, culturally rich future. GMCA funding will be used on a strand of activity - a two year outreach programme with schools and BAME community groups across Greater Manchester.

Highlights from the first year of activity Monthly food workshops at Cheetham Hill's community drop-in centre, the establishment of a Muslim Jewish Textile group, a series of ESOL (English for Speakers of Other Languages) sessions, a two-week live art and performance festival about leaving, loss and legacy called the 'Festival of Leaving'; the most ambitious programme ever staged at the museum, with more than 50 artists from across the UK staging 15 events, 2 installations and a podcast.

MUSIC ACTION INTERNATIONAL

Manchester-based Music Action International are people from around the world using the power of creativity to transform lives devastated by war, torture and persecution. They design and deliver creative programmes with refugee, asylum seeker and Roma people, connecting and communicating with local people in ways that would otherwise not be possible. Their specialist approach and multi-lingual team of artists use music to reduce the effects of trauma and to bring people together, producing high-quality, thought-provoking and inspiring performances making residents proud of Manchester as a City of Sanctuary.

Culture and Social Impact funding was used to deliver Harmonise, a national schools programme inspiring empathy between refugees and children from all backgrounds and increasing well-being. In 2018/19, the programme reached over 2000 primary school children in Salford, Bolton, Manchester, and Stockport, culminating in performances in local schools and at The Bridgewater Hall. Through Harmonise, refugee and local children make friends, gain confidence and create their own music in different languages together. A study in 2019 evidenced that Harmonise increases the well-being of all children participating and in some cases, an increase in well-being of 250%.

OCTAGON THEATRE BOLTON

Octagon Theatre Bolton connects with the people of Bolton and beyond through theatre. The Octagon makes quality, exciting, enriching theatre inside, outside and online, ensuring that every young person can enjoy theatre and the arts and that people are given space to develop and achieve their potential. In 2018, the Octagon closed for a transformational capital project that will open up the building and make it fit for the future. The theatre's programme has not diminished, however, with acclaimed shows taking to the streets, parks, and football grounds of Bolton and programmes of engagement throughout Bolton, including youth groups, groups for the over 50s, groups for adults with additional needs and a scheme offering reduced entry to Octagon shows, delivered in partnership with Bolton at Home.

One of the most successful schemes is the Octagon's Women's Group for asylum-seekers and refugees, providing opportunity to develop drama skills and make new friends in a relaxed and friendly environment. *"It helps me keep my mental wellbeing healthy and active. I have found that I am not alone."* Farjana



OLDHAM COLISEUM

Oldham Coliseum Theatre delivers a comprehensive and diverse programme of work for visitors to the city-region and its residents. It plays a pivotal role in engaging diverse audiences, artists and participants through theatre, other art forms, community engagement and participation. During 2018/19 the Coliseum delivered a programme of seven shows made in Oldham or with national partners, three of which were world premieres, two of which were commissions especially for the Coliseum and two of which toured nationally. It continued to actively engage with communities in Oldham and across GM, working to address community cohesion, social isolation and health issues such as dementia. It actively supported young people into work and further education through the Teaching Theatre Pathways programme, helping them to develop the skills and confidence. Last year the Coliseum worked with 44 schools and colleges through the Children's Shakespeare Festival, curriculum enrichment programme and secondary partnership. As part of its artist development programme, the Coliseum hosted the Cultivate festival, welcoming 200 artists from across GM for a week of workshops and opportunities to learn new skills.

PEOPLE'S HISTORY MUSEUM

The People's History Museum (PHM) believes in a future where democracy, equality, justice and co-operation are thriving; one where people are engaged, involved and actively playing their part. The museum continued to thrive in 2018 with the Represent! Voices 100 Years On, commemorating 100 years since some women and all men got the right to vote. PHM worked intensively with a number of partner organisations including Safety4Sisters, Digital Women's Archive North, Manchester Pupil Referral Unit and Falinge Park High School in Rochdale. *'I loved learning about the great origins of Rochdale' 'Some people have bad opinions about Rochdale, whereas what we create is happy, creative and symbolic.'*

During the year, PHM appeared on BBC Breakfast, the One Show, Who Do You Think You Are?, BBC National News and more. PHM also continues to receive awards, including Best Exhibition at the first Manchester Culture Awards for Never Going Underground in 2017.

ROYAL EXCHANGE

The Royal Exchange is an award-winning producing theatre with audiences and communities at the heart of everything it does. Throughout 2018/19 RET delivered a programme with 11 brand new productions and co-productions ranging from Maxine Peake starring in 'Happy Days' to Christmas show 'The Producers' and 'Queen Margaret'. In 2018/19 their Young Company delivered a year-round training programme for 110 young people aged 14-25 with 95% of all participants coming from GM. Throughout the year their Local Exchange programme focussed activity in the GM boroughs of Rochdale, Tameside and Wigan. Working in partnership with other cultural organisations such as Touchstones (Rochdale), Portland Basin Museum (Tameside) and Turnpike Gallery (Wigan) they delivered community events and activities in libraries, churches and other cultural venues in GM. RET also partnered with GM housing associations in a project that saw One Manchester residents living in high-rise flats create a work in response to the Grenfell fire.

FROM THE CITY
OF
PANIKHURST
WITH LOVE

QUAYS CULTURE

As part of GMCA Culture and Social Impact activity, Quays Culture hosted a Greater-Manchester wide art exhibition, in partnership with the University of Salford. Celebrating the breadth of digital talent across Greater Manchester, one artist representing each of the 10 boroughs showcased a unique artwork incorporating digital techniques. The team worked closely with cultural officers from each borough to identify artists for this opportunity. The free month-long exhibition was displayed in the public foyer of the MediaCityUK campus and the University subsequently requested to retain two of the artworks for longer term display, paying the artists an additional fee. The exhibition was well received by audiences, achieved significant local coverage and successfully raised the profile of the artists involved.

In June 2018, Quays Culture presented a free outdoor performance of Charge by Motionhouse on MediaCityUK Piazza. Quays Culture collaborated with Motionhouse to adapt the digital performance for an outdoor space which attracted an audience of more than 2000 people. The programme was expanded to include a family-friendly performance by Max Calaf Seve in the build-up to the event. Quays Culture hosted a YES (Youth Employability & Skills programme) participant during the installation of the event, sharing knowledge of technical outdoor installations. A targeted marketing campaign was delivered to attract an audience with low cultural engagement, including increased spend on digital marketing. A social media competition in collaboration with commercial partner The Alchemist generated significant broad interest and successfully reached new audiences.

THE PROUD TRUST

The Proud Trust is a life-saving and life-enhancing charity supporting lesbian, gay, bisexual and trans people (plus those with related identities such as non-binary and intersex – known as 'LGBT+ people'). They work directly with over 20,000 people each year, 80% of whom are Greater Manchester residents. Their mission is to end stigma and fear of stigma through group and 121 work directly with LGBT+ young people, as well as supporting and influencing wider communities, professionals and society.

WATER ADVENTURE CENTRE

The Water Adventure Centre (WAC) is a registered charity with a play/youth work ethos delivering canoeing and water play activities with local communities and groups from Greater Manchester. Since 1977 they've delivered work designed to accommodate and attract hard to reach young people to canoeing i.e. people with educational and behavioural difficulties, not in education, employment or training, looked after young people and those from low socio-economic backgrounds. They deliver kayak/ canoeing sessions to young people and a wide range of community groups i.e. LGBTQ, people with disabilities, young parents, ethnic minority groups, womens' groups, asylum seekers and refugees.

The renovation WAC's Clubhouse in 2018 has improved access and comfort levels for everyone as well as enabling the organisation to deliver group work simultaneously to training. Improved non-gendered changing rooms has given us the necessary space to minimise safeguarding issues where people can change more flexibly.



WIGAN STEAM

Wigan STEAM is a future focused collective of artists, scientists, engineers and creative technologists, delivering a programme of high quality creative activity for children, young people, and the wider community. Their ambitions for the future are clear and strategic, with outcomes that are sensible, measured and achievable. They deliver strategically designed projects including immersive installations, e textiles, coded music, kinetic art projects and creative invention sessions.

In August 2018 artworks from the 'I'm From Wigan, Me' exhibition were selected to be displayed on Millgate, one of the main thoroughfares in Wigan Town Centre. being viewed by more than 10,000 residents and visitors. In October 2018 Wigan STEAM CIC partnered with Wigan Libraries Arts Council England supported D Circus Project to deliver the Wigan and Leigh Light Night Project. This project utilised an innovative approach to community co-creation alongside commissioned artworks.

The Natus Gallery and Commissioning programme has commissioned new artworks by new and emerging artists from the national and international Sci-Art sector. These artists include Cat Scott, Claire Phelan and Keith Bloody Mary. The Natus programme continues to challenge perceptions about digital art and to provoke discussion about art, science and ethics. The Art Lab programme has worked with more than 600 children and young people to develop art works and installations inspired by the STEM subjects. It has also offered opportunities for participants to improve their creative and digital skills, and accredit their learning with Arts Award and iDea Award. In September 2018 Wigan STEAM CIC became an Artsmark supporter, supporting schools to achieve and retain Artsmark accreditation.

Z- ARTS

Z-arts is Greater Manchester's venue for children and families, offering best practice in CYP (children and young people)'s creative provision, nationally. Their mission is to inspire and enable generations of young people from Greater Manchester and beyond to use creativity to maximise their potential. They have specialised in delivering excellent participatory creative activities in all art forms for ages 0-13 for almost 20 years. Their vision is to provide an artistic programme that reflects and stimulates a 21st century family, embracing all its diversity. Over several years Z-arts has increasingly played a key role developing children's theatre nationally. "Through Z-arts Big Imaginations network, they reached 5,932 audiences across six boroughs.

The company delivered 112 education projects across all ages of education, against a target of 86, across eight GM boroughs. This includes running a START project with 360 school children in Tameside, delivering workshops in drama, drawing, hat-making and visual art as well as trips to the theatre and other cultural engagement visits to partner heritage sites in Tameside. Z-Arts has also delivered 543 creative learning activities for children and young people, across GM.

"Most dance & drama has not been accessible for my daughter and barriers have been put up to due her disability. The attitude here is so different, I can see my daughter relaxing and growing in confidence because people believe in her."

"My child loves coming to Z-arts as the staff are so nice, welcoming and supportive. The classes are creative and enjoyable. My child was so scared to dance elsewhere and loves it only in Z-arts. She is much more confident."



GREAT PLACE

Funded by Arts Council England and National Lottery Heritage Fund, the Great Place scheme was designed to enable cultural and heritage organisations to make a step-change in how they work together, and with other organisations in other sectors, in order that arts, culture and heritage contribute more to meeting local social and economic objectives.

New partnerships and ways of working are the cornerstone of the programme. We are building evidence primarily by working with residents to understand how they engage with arts and culture and why it is important to them. We are also focusing on new ways to support the sustainability of the cultural sector, creating new links between culture and other sectors in GM and testing and evaluate new models of local delivery within the city region.

One of the first projects of the Great Place programme was a mass consultation, taking to the streets, markets and shopping centres of Greater Manchester to see what our residents enjoy and would like to see more of. Conversations were led and recorded by Belle Vue and fed-in to the development of the Greater Manchester Culture Strategy.

**“Culture to me means coming together.
Having things we can do, and get to, together.”**

“The most successful civilisations are the most diverse ones,
so we should encourage culture in all its forms.”

“For me it’s all about the music scene and having a good time.”

“Culture gives me a sense of my place in history.”

**“We’re very proud of our arts and culture. It’s one of the
reasons I’ve not disappeared to London.”**

“Greater Manchester is a great place to be if you’re
interested in art or interested in creating art.”

**“Culture is about coming together and expanding your mind.
Seeing or experiencing something you’ve not seen or done before.”**

“Dancing makes me feel important, like I have some sort of skill
and I can make people feel some kind of emotion with it.”

**“Artists making music are a voice for us. What they are saying is
truthful and they say things we might not be able to.”**

“It’s about spending quality time with your friends and family”

**“I use culture to show my children that if you
work hard and do well you will stand out”**

“Our old buildings are really beautiful”



Alix



Brenda



Daniel



Janice



Guaranga



Anna



John



Precious



Janine & Mackenzie



Laurence



Naziya



Judy



Rhyder



Phil



Zak



Margaret



Ricky



Richard

GREAT PLACE – DIVERSITY AND INCLUSION

GMCA is committed to the idea that culture is not just “nice to have” but a vital part of the lives of our residents. For example, by working in partnership with the library sector across Greater Manchester, the Great Place programme is opening up opportunities for autistic people, whatever their age, to express their creativity and identity and to enrich the cultural life of the city region. This initiative was announced as part of the launch of GM’s Autism Strategy.

In 2018/19 GM Libraries began rolling out bespoke, autism awareness training to staff in every GM library and Library Autism Champions being identified in each GM district. Champions will work together and with autistic young people and their families, to promote libraries as autism friendly cultural spaces.

The next step In 2019/20, will be to launch a new programme of autism friendly cultural activity, co-produced with and for autistic young people in libraries across the city region.

GREAT PLACE – AGE FRIENDLY CULTURE

Culture is a key component of the GM Ageing Well Strategy and Great Place is helping to mainstream culture within ageing priorities and practice. We share a commitment with the Ageing Hub that cultural engagement is a key tool for reducing isolation and loneliness in older age and have a joint focus on promoting cultural engagement by those least likely to participate.

We share a second joint commitment to enable and promote later life creativity and talent and two meet both these goals have rolled out the Culture Champions project to six districts across Greater Manchester.

Culture Champions is a large-scale cultural activism and leadership scheme. In each district, the project is actively engage older people with age friendly cultural activities and events in their local area and working to ensure that older people are reflected in and have influence over the local cultural offer. Activity includes; co-producing new, local arts activities specifically for older poeple; developing older people as arts producers and an artist in residence scheme for older artists. Culture Champions is currently working in the following areas:

- Manchester (Royal Exchange)
- Bolton (Bolton at Home)
- Trafford (Stretford Public Hall)
- Salford (Salford CVS)
- Bury Art Museum in partnership with the Met, Bury Transport Museum, Bury Fusilier Museum and Age UK Bury
- Stockport (Stockport Council)



GREAT PLACE – CULTURE, HEALTH AND WELLBEING

Greater Manchester's expertise combined with the freedoms afforded by devolution of our Health and Social Care budgets, makes us ideally placed to lead international and national developments in creative health and ultimately contribute to improved health outcomes for the people of Greater Manchester. By working together to generate thought leadership and opportunities to do things more creatively, we will contribute to the resilience and prosperity of Greater Manchester communities.

Through Great Place, GMCA is building on established collaborations between the cultural, CVS and health sectors and developing new approaches and partnerships and in 2018/19 we achieved the following:

- A one-year partnership post with MMU to pinpoint culture, health and wellbeing best practice across GM and where this can be scaled up; identify where investment can have most impact; and make recommendations for sector development. Recommendations will be incorporated into GM Cultural Strategy delivery plans and future partnership working with the Centre for Arts, Health and Social Change at MMU.
- A partnership with the Greater Manchester i-THRIVE programme to embed arts and culture activity into mental health provision for children and young people across GM. This includes developing training for mental health professionals and arts professionals, commissioning pilot activity and exploring effective outcome measures.
- Working with Action Together Tameside, we began an action research project to increase access to creative activity as part of the social prescribing service in Tameside.
- Great Place has funded a series of professional development and networking events, micro grants and professional development opportunities with the aim of strengthening networks and stimulating new activity in culture, health and wellbeing. This has been delivered through a partnership with Live Well Make Art; a social movement connecting health, arts and heritage professionals and activists.

LOOKING AHEAD APRIL 2019-MARCH 2020

Over the next year, alongside the continuation of the great work undertaken by Culture and Social Impact Fund Recipients, the GM Culture Portfolio has a number of key partnerships and projects, set to take place over the next twelve months

Distractions

Distractions is a three-day summit in Manchester that debates the future of entertainment – a long weekend of debates, talks, panels, content and new music showcases with some of the world's leading tech companies, artists and producers.

Town of Culture

An annual opportunity to shine a spotlight on the very best arts and culture taking place in one of Greater Manchester's many towns.

Protest Academy

Protest Academy is a beautifully decorated service vehicle that will travel around the 10 Greater Manchester districts, to market places, housing estates, gatherings, and events. The Academy will be a hub for local information, a platform for performers and artists and will promote opportunities for democracy, freedom of speech and protest.

Deeds Not Words

A pan-European project, developed and delivered in collaboration by Greater Manchester Combined Authority and Liverpool City Region, Deeds not Words will see the two North West authorities lead a conversation around gender equality in art and music. The project will culminate with an event at the Ambassador's Residence in Brussels in Autumn, 2019.

New Investment Approach

To support delivery of the Greater Manchester Strategy for Culture and Creativity, GMCA will develop a revised investment approach that builds on the successes outlined in this document. The new investment approach will be launched in Autumn, 2019.

GM Creative Improvement Districts

Developed in collaboration with Greater Manchester's Night Time Economy Adviser Sacha Lord and Arts Council England, GM Creative Improvement Districts will test different approaches to culture-led regeneration of GM's town centres and high streets. By bringing together local intelligence and national and international best practice, GM Creative Improvement Districts will provide places and creatives with a framework to develop local plans with creativity firmly at their heart.

Yellow School Buses

Transport for Greater Manchester currently owns 87 yellow school buses, which are leased to private operators who bid and tender for commercial purposes. These vehicles are largely only used for journeys to and from school meaning that during a large period of the day – the vehicles are unused. GMCA, TfGM and Curious Minds are co-developing a costed approach to test with operators, schools and cultural organisations, where these school buses will be available to schools and cultural organisations to use.

Our Pass

Our Pass offers free bus travel for all 16-18 year olds in Greater Manchester, as well as compelling offers on apprenticeships, work, sport, cultural and leisure. This is a huge audience development opportunity for cultural organisations in GM and we are working with Curious Minds to further develop these offers with the cultural sector.

Date: 25 October 2019

Subject: GMCA Local Growth Deal (1, 2 and 3) - Six monthly Transport Progress Update

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport, Councillor Richard Leese, Deputy Mayor and Portfolio Lead for Business and Economy and Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

PURPOSE OF REPORT

To provide the Combined Authority with an update on the latest position in relation to the Local Growth Deal Transport Programme (Tranches 1,2 and 3) following on from the last update in March 2019.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the current position in relation to the Growth Deal Major Schemes programme;
2. Note the current position in relation to the Growth Deal Minor Works and Additional Priorities programmes;
3. Grant Full Approval for the MSIRR Great Ancoats Street Scheme and approve the associated funding release to Manchester City Council of the remaining £8.213 million of the total £8.8 million Local Growth Deal funding to enable the delivery of the scheme, as set out in Section 4 of this report;

4. Approve the funding of up to £1.15 million for the Rochdale Town centre connectivity minor works scheme as set out in paragraphs 6.12, 6.13, 6.14; and
5. Approve the funding of up to £1.65 million advance utility works for the A5063 Trafford Road Major Scheme under the arrangements as set out in paragraph 3.31.

CONTACT OFFICERS:

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Equalities Implications:

The Growth Deal Transport programme is managed in line with current legislation and assessments are carried out by the promoters of each scheme.

Climate Change Impact Assessment and Mitigation Measures –

The Growth Deal Transport programme objectives are to introduce measures to enable economic growth within Greater Manchester. The programme contains measures to enable growth to be accommodated through improvements to the public transport network and to encourage increases in active travel.

Risk Management:

Risk management considerations are referred in paragraphs 5.1, 5.2, 5.3 and 5.4 of the report.

Legal Considerations:

Legal Considerations are referenced in paragraphs 5.1, 5.2, 5.3 and 5.4 of the report.

Financial Consequences – Revenue:

Financial Consequences – Revenue, are referenced in paragraphs 5.1, 5.2, 5.3 and 5.4 of the report.

Financial Consequences – Capital:

Financial Consequences – Capital, are referenced in paragraphs 5.1, 5.2, 5.3 and 5.4 of the report.

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

None.

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

1 INTRODUCTION

- 1.1 The Local Growth Deal announcements made by Government in July 2014, January 2015 and November 2016 confirmed capital funding for Greater Manchester in relation to a programme of Major Schemes, Minor Works and Additional Priorities. (Growth Deal 1, 2 and 3).
- 1.2 This report provides an update in respect of the current position on, and recent progress in relation to, the various elements of the Growth Deal transport programme, seeks Full Approval and Funding release for the MSIRR Great Ancoats Street scheme, approval for arrangements to be made to provide funding for advance works on the Salford A5063 Trafford Road Improvements Major Scheme and expenditure approval for the Rochdale Town Centre Connectivity Minor Works Scheme.

2 MAJOR SCHEMES OVERVIEW

- 2.1 As of September 2019, seven schemes have progressed through Full Approval and are now in delivery (either in their entirety or on a phased Full Approval basis); and a further six schemes have secured Conditional Approval and are now working towards the achievement of Full Approval. Two Growth Deal 3 Major schemes (Carrington Relief Road and Oldham Town Centre Regeneration) are still to progress through Conditional Approval. Since the last update in March 2019, the Conditional Approval Business Case for Carrington Relief Road has been submitted for review. The Full Approval Business Case for MSIRR Great Ancoats Street scheme was also submitted for review in August 2019, and is now recommended for Full Approval and Funding as set out in Section 4 of this report.
- 2.2 Scheme promoters are engaging with the GM Cycling and Walking Commissioner's team to ensure that schemes deliver the best possible outcomes for walking and cycling, as well as meeting Growth Deal objectives. The A5063 Trafford Road (Salford) scheme is a good example of this with the scheme now including proposals for segregated cycling facilities, funded through the Mayor's Challenge Fund.
- 2.3 Since the last six-monthly update, good progress has been made across a range of schemes. Advance utility diversion works have commenced on the MSIRR Great Ancoats Street scheme; Stockport Interchange Bridge and associated advance highway works are now complete; and works are progressing well on Ashton Interchange, Wigan A49 Link Road, Stockport Town Centre Access Plan (TCAP) and elements of the Salford Bolton Network Improvement Programme, which are being delivered through a phased approach. In addition, the main Phase of the MSIRR Regent Road/Water Street scheme is substantially complete, delivering additional highway capacity on the western section of the MSIRR. Further detail is included in the individual scheme updates.

3 INDIVIDUAL SCHEMES UPDATE

- 3.1 Work to develop all of the Major Schemes within the Growth Deal programme has been continuing in recent months. A brief summary of the current position in relation to each of these schemes is provided below.

South Heywood Area Wide Improvements

- 3.2 The scheme was granted Conditional Approval in 2016 in line with the agreed Growth Deal governance arrangements. Following a public consultation exercise, Rochdale Council Planning Committee confirmed that they were minded to grant planning permission for the scheme in March 2018, and the application was not subsequently 'called in' by the Secretary of State. Section 106 and other planning agreements are currently being finalised between Rochdale Council, the Developer and landowners prior to the issuing of a planning decision notice. Procurement for the scheme has now commenced and a package of advance utility diversion works will be carried out in advance of the main works which are planned to start next year.

Wigan Gateway A49 Link Road

- 3.3 Full Approval for the scheme was granted by GMCA in February 2018 in line with the agreed Growth Deal governance arrangements. The contract for the works was awarded in June 2018, construction started on site in September 2018 and is currently progressing well. It is anticipated that the scheme will be completed in spring 2020.

Salford Central Station Additional Platforms

- 3.4 The original scheme was granted Conditional Approval in June 2016 in line with the agreed Growth Deal governance arrangements. However, due to operational and timetable challenges, an optimal design solution could not initially be identified and, as a result, in September 2016 the GMCA approved a phased approach to delivery in order to maximise the benefits of the scheme.
- 3.5 TfGM and Salford City Council continue to work with the rail industry to develop the proposals for platform 3, 4 and 5. TfGM has undertaken a feasibility study to assess the potential to accommodate longer trains and, in conjunction with Salford City Council and Network Rail, has now identified the preferred infrastructure options to take forward to design. These options are now being progressed through the Network Rail Governance for Railway Investment Projects (GRIP) stage 3 (Option Selection).
- 3.6 A meeting was held with Senior Stakeholders in July which re-affirmed the collective commitment to deliver an enhanced scheme at the earliest opportunity. Network Rail has advised that the development of the Network Rail renewal scheme on platforms 1 and 2 is underway with an expected start on site in spring 2021.

MSIRR Improvements – Regent Road / Water Street

- 3.7 Full Approval for the scheme was granted by GMCA in June 2018, in line with the agreed Growth Deal governance arrangements. The works which involve improvements to six major junctions started on site on 29 August 2018. The scheme was developed jointly by Manchester City Council and Salford City Council, with Manchester City Council being responsible for delivery of the works. The main phase of these works is now substantially complete, providing additional capacity at key junctions on the MSIRR and Regent Road. Remaining works to improve Middlewood Street and the junction of Hampson Street/Trinity Way are currently on site and scheduled for completion in December 2019, which is later than originally planned due to delays incurred due to the original contractor going into Administration which has impacted on costs and programme.

MSIRR Improvements – Great Ancoats Street

- 3.8 The scheme was granted Conditional Approval in April 2018, in line with the agreed Growth Deal governance arrangements. The Full Approval Business Case has been submitted for review and is now recommended for Full Approval and Funding as set out in Section 4 of this report. Advance utility diversion and site preparation works commenced in June 2019, and subject to Full Approval and Funding, the main works are anticipated to start in early 2020.

Wigan Gateway M58 Link Road

- 3.9 The scheme was granted Conditional Approval in February 2018, in line with the agreed Growth Deal governance arrangements. Full planning permission was granted in May 2018 and detailed design is currently underway along with associated work related to obtaining the necessary powers and consents for the scheme. A Full Approval Business Case is scheduled to be submitted in Q1 2020 once the necessary powers and consents have been obtained. Complexities in agreeing an appropriate design solution for the Network Rail structure affected by the link road have impacted on costs and programme.

Wigan Bus Station

- 3.10 Works for the new bus station commenced on site in July 2017, with Practical Completion achieved September 2018. The bus station was brought into full operational use and opened to the public on 28 October 2018, two months ahead of schedule. Initial feedback from passengers has been positive and customer satisfaction surveys have recently been carried out, with analysis to be presented back to the project team in the coming weeks. This analysis will, in turn, be reported back to the GMCA in the next Local Growth Deal Programme update.

Stockport Town Centre Access Plan

- 3.11 The Stockport Town Centre Access Plan (TCAP) is one of a small number of large and / or complex Local Growth Deal schemes for which Ministers decided that DfT should retain approval oversight.

- 3.12 The scheme is being delivered in three phases and Full Approval is now in place for all phases of schemes.
- 3.13 All TCAP projects are being delivered under Stockport Council's STaR (Stockport Trafford and Rochdale) Alliance Framework, with the exception of one scheme at Travis Brow. The value and nature of the Travis Brow scheme required it to be procured through alternative arrangements and this was awarded through the Highways England Collaborative Delivery Framework in autumn 2017. The Travis Brow scheme is now complete and open to traffic, cyclists and pedestrians.
- 3.14 Works for the TCAP programme as a whole commenced on site in April 2015 and to date, 37 works packages have been completed and construction is progressing well on a further 4 works packages. A final set of 8 works packages are currently at the final design development stage. All works packages will be completed by the end of March 2021.

Ashton Interchange

- 3.15 Following the undertaking of a comprehensive public consultation exercise in August and September 2015, Planning Consent was granted in February 2016. Full Business Case Approval for the scheme was granted by the GMCA in 2017, in line with the agreed Growth Deal governance arrangements. Works commenced on site in summer 2018, and are progressing well. Ongoing work is taking place with Tameside Council to ensure that the scheme is fully integrated with their longer term plans for Wellington Road and the wider town centre. The new facility is scheduled to open in spring 2020.

Stockport Interchange

- 3.16 Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.
- 3.17 A comprehensive joint Stockport Council/TfGM public engagement exercise on the proposals for both the Interchange and Stockport TCAP Phase Two works was undertaken in November and December 2015.
- 3.18 As previously reported, and endorsed by the GMCA meeting in June 2018, work has been progressed to develop the design for the Interchange, together with the inclusion of residential development and public green space above the Interchange. A planning application was submitted in autumn 2018, encompassing the interchange and these complementary initiatives. This application was approved at the meeting of Stockport Council's Planning Committee on 21 March 2019.
- 3.19 Procurement activity is currently underway to appoint a design and build Contractor for the main works and a Development Partner to fund and subsequently operate the residential element of the scheme; formal appointments are anticipated to be made by early 2020 to allow the continuation of design development to inform final scheme proposals.

- 3.20 In parallel work has progressed in developing the Conditional Approval business case for the scheme to reflect the updated scheme proposals; a recommendation to proceed with the scheme was obtained in line with agreed Growth Deal Governance, subject to addressing noted outstanding actions arising from the overall scheme complexities. The Full Approval Business Case is scheduled to be submitted in winter 2020.
- 3.21 As previously reported, in order to mitigate project risk a decision was taken to progress the Stockport Interchange Bridge and associated highway works through Stockport Council, as advanced works packages for the main Interchange scheme. The new bridge and highways works have now been completed and opened to buses and general traffic in July 2019.

Salford Bolton Network Improvements

- 3.22 Conditional Approval for the scheme was granted in February 2016, in line with the agreed Growth Deal governance arrangements. Subsequent to Conditional Approval the programme has been split into a number of Delivery Packages which have been/will be subject to separate Full Approval submissions.
- 3.23 Following Conditional Approval, the following interventions in Bolton have been completed: Delivery Package 1: Raikes Lane; Delivery Package 2 Loxham Street/Green Lane/Manchester Road; Delivery Package 3: Higher Market Street / Longcauseway; Delivery Package 4: Farnworth Bus Facility and Town Centre Improvements and Delivery Package 7: Bus Stop upgrades. All of these schemes have improved vehicle capacity and passenger journey times through the junctions and have also enhanced pedestrian and cycling facilities and bus passenger waiting facilities.
- 3.24 TfGM and Bolton Council are now looking to utilise savings achieved through the delivery of the Bolton SBNI schemes to date in order to bring the Council's priority reserve scheme, Delivery Package 5: Manchester Road Gateway, back into scope. The scheme has now been formally accepted into the SBNI Programme through the appropriate governance mechanisms agreed as part of the establishment of the Growth Deal Programme and it is anticipated that a Full Approval submission will be made later this year.
- 3.25 Following Conditional Approval, Salford Delivery Package 1: Walkden and Pendleton has been completed. Work on Delivery Package 5: Bus Stop upgrades is substantially complete. Delivery Package 4: Pendleton received Full Approval in July 2019 and works are due to commence by the end of October 2019. Delivery Package 3: A666 is in the advanced stages of design development and is expected to start on site during early 2020, following the securing all of necessary powers and consents and Full Approval. These schemes have and will improve vehicle capacity and passenger journey times through the junctions and have also enhanced pedestrian and cycling facilities and bus passenger waiting facilities.
- 3.26 Following a review of the A6 as Salford City Council's key route for cycling, the scope of Salford Delivery Package 2 has now been confirmed as a series of interventions in Swinton Town Centre. The scheme is in the advanced stages of design development and is expected to start on site during 2020 following the securing all of necessary powers and consents and Full Approval.

- 3.27 TfGM and Salford City Council are now looking to utilise savings achieved through the delivery of the Salford SBNI schemes to date in order to deliver a package of minor reserve schemes and a package of minor reserve schemes have now been formally accepted into the SBNI Programme through the appropriate governance mechanisms agreed as part of the establishment of the Growth Deal Programme. Full Approval submissions will be made in relation to these schemes once detailed design, powers and consents have been progressed under the Growth Deal Minor Works Governance arrangements, with approval for expenditure being brought to a future GMCA meeting for all schemes over £0.5 million.

Metrolink Service Improvement Package

- 3.28 Following the granting of Full Approval for this package of works in summer 2014, all of the trams have now been delivered with the last tram brought into operational use in October 2016. With regards to the supporting infrastructure works associated with this package of improvements, the new wheel lathe has now been installed in the Trafford depot and the new substations are now operational. Work to install a new turnback at Sale is scheduled for March 2020.

A5063 Trafford Road Improvements

- 3.29 The scheme was granted Conditional Approval in November 2018, in line with the agreed Growth Deal governance arrangements. Detailed design work is continuing in preparation for a Full Approval Business Case submission in winter 2020. Procurement has commenced for the main work, and subject to securing all necessary approvals, start on site is currently scheduled for summer 2020.
- 3.30 Salford City Council (SCC) is proposing to carry out an advance works package in early 2020. This will comprise advance utility diversion works, removal of vegetation and brick planters in the central reserve and the installation / relocation of CCTV cameras, a lighting column and site clearance. The advance works will shorten, and de-risk the main contract by diverting the majority of services before the main operations commence on site in summer 2020.
- 3.31 In order to fund these works SCC has requested that they claim back the estimated £1.654 million cost of these works in advance of the scheme achieving Full Approval, and a recommendation relating to this is set out at the front of this report. This is proposed to be taken forward by means of contractual side letter, in advance of the relevant Delivery Agreement being entered into following the securing of Full Approval. Delivery of the advance utility works in early 2020 will bring significant benefits in terms of minimising disruption on the surrounding highway network and it is recommended that the proposed advance funding arrangements as set out above are approved.

Carrington Relief Road (Spur Extension)

- 3.32 Trafford Council has submitted a Conditional Approval Business Case for the scheme. This is currently being reviewed. Trafford Council is working with a private sector partner to deliver these improvements as part of a wider scheme.

Oldham Town Centre Regeneration and Connectivity

3.33 Oldham Council has developed the programme for this Growth Deal 3 scheme and a Conditional Approval Business Case will be submitted for review later this year. The programme is made up of a series of minor highway and public realm enhancement projects, each with a value of less than £5 million. These projects will be delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, with approval for expenditure being brought to a future GMCA meeting for all schemes over £0.5 million.

4 MSIRR Great Ancoats Street Full Approval

4.1 Great Ancoats Street is a multi-lane, two-way highway that forms part of the Inner Relief Road around the City Centre and has traditionally acted as the border between the City Centre and East Manchester. The proposed works will:

- Re-align and improve the pedestrian crossing arrangements to improve the functionality and increase use;
- Enhance the public realm, including new footway materials, street tree planting and rationalised signage to create a sense of place; and
- Resurface the existing carriageway to reduce vehicle noise by 40%.

4.2 The transport capacity of the MSIRR will be maintained, reflecting the importance of the road's function to the economic prosperity of the City Centre. The scheme objectives are:

- Increase the flow of people between Ancoats and New Islington and the City Centre by removing the functional and perceptual barriers to pedestrian movement across Great Ancoats Street, increasing pedestrian flows by 5% per annum over the next ten years;
- Support economic growth by enabling an environment which support commercial development with nearly 9,000 new jobs and over 25,000 new homes over the next 20 years in the wider Greater Ancoats Street area; and
- Maintain the vehicular capacity of the MSIRR to move traffic into and around the City Centre, continuing good access to jobs, shops, services and visitor attractions, while providing an attractive alternative route around the city centre.

4.3 Great Ancoats Street currently has short sections of painted cycle lane along part of the route. These will be removed as part of the scheme and alternative provision made through complementary proposals, which include an alternative off-line cycle route through Ancoats to the north and the Mayors Challenge Fund Piccadilly-Victoria cycle link through the Northern Quarter to the south.

4.4 The Full Approval Business Case was submitted for Gateway funding approval in August 2019. The Gateway Review included consideration of legal, risk, financial (both capital and

revenue) and strategic fit consequences. Overall the required criteria for the construction works to proceed were considered to have been met. This review also included a thorough examination of the value for money assessment.

- 4.5 Following the conclusion of the Gateway Review, the proposals have gone through the necessary endorsement/approval process, as provided for by the GM Local Growth Deal governance arrangements.
- 4.6 A construction contract has been tendered through the Manchester City Council Framework and award of contract will take place in due course, subject to receipt of Full Approval and the associated release of funding. A Delivery Agreement between Manchester Council, GMCA and TfGM will be entered into to facilitate delivery of the works. Subject to the necessary approvals being secured, contract award is scheduled for December 2019.
- 4.7 A thorough review of the cost plan for the scheme was undertaken as part of the Gateway Review process. It was concluded that the cost plan is robust and that the project, including an appropriate allowance for risk and contingency, is affordable within the overall scheme budget.
- 4.8 The funding request illustrated in the table below represents the specific budget and funding allocated to this element of the overall Growth Deal programme.

Great Ancoats Street Funding position	Outline Business Case	Full Business Case	Total
	(£ million)		
Budget	-	8.8	8.8
Total budget		8.8	8.8
GMCA approval to date	0.587	-	0.587
Approval request this paper	-	8.213	8.213
Anticipated Final Cost	0.587	8.213	8.8

- 4.9 As a result of the outcome of the Gateway Review, it is recommended that the Combined Authority grant Full Approval for the scheme and the associated release of the remaining £8.213 million Growth Deal funding from the total £8.8 million required to deliver these works.

5 MAJOR SCHEMES – FINANCIAL UPDATE

- 5.1 Claims for the reimbursement of expended costs from scheme promoters are being processed on an ongoing basis, in line with the agreed Major Schemes Capital Programme Guidance.
- 5.2 The previously approved arrangements for the cash flow of development work by scheme promoters are being kept under regular review and the quarterly Capital Expenditure Updates to the GMCA provide ongoing expenditure information in relation to these costs.
- 5.3 The monitoring of the financial position on the Growth Deal programme which takes places on an ongoing basis has identified a number of schemes with projected potential savings or overruns against the original budget. As the GMCA’s Local Growth Deal budget is fixed, the ultimate cost risk is borne by the relevant scheme promoter, which is either GMCA, for TfGM promoted schemes, or the relevant Local Authority. The agreed arrangements for dealing with these savings and cost overruns are being progressed, as set out in previous reports.
- 5.4 Work has continued with scheme promoters to ensure schedules and financial forecasts are regularly reviewed, and that challenges are identified and mitigated to ensure that spend forecasts remain within the Growth Deal funding period.

6 ADDITIONAL PRIORITIES AND MINOR WORKS

- 6.1 In general terms, the Minor Works initiatives are being delivered by the 10 GM Local Authorities and the Growth Deal “Additional Priority” initiatives are being delivered by TfGM.
- 6.2 The Minor Works programme represents a package of highways, public realm, cycling, walking and associated measures; with the identified interventions being very much focused on supporting economic growth.
- 6.3 As previously agreed, the governance arrangements for the Minor Works initiatives provide for the submission of Mini-Business Cases; with approval oversight of these Mini-Business Cases resting with the GM Transport Strategy Group (TSG) of senior transport officers, with approval for expenditure being brought to the next GMCA meeting for all schemes over £0.5 million.
- 6.4 Significant progress has been made in taking forward the Minor Works programme. In relation to GD1, GD2 and GD3 Local Authority Minor Works, since the last update report to GMCA in March 2019, a further 13 mini-business cases have been submitted for review and approved by TSG. A further scheme has been submitted for review. This means that 40 of the 59 Minor Works schemes now have an approved mini business case. TfGM will continue to work with scheme promoters with a view to securing TSG approval of the remaining mini-business cases at the earliest opportunity.

- 6.5 As previously reported, the focus of the TfGM-sponsored “Additional Priority” initiatives are centred around Rail / Metrolink passenger improvements, multi-modal ticketing, bus passenger facilities and highways key route network resilience.
- 6.6 A number of “Additional Priority” initiatives, in particular those related to Metrolink and Rail, have progressed to delivery stage. Full Funding Approval for 11 out of 15 “Additional Priorities” schemes have been achieved. The remaining schemes are currently in development and progressing well.
- 6.7 Work has also continued to progress the TfGM Growth Deal 3 transport schemes which are subject to Growth Deal minor scheme governance arrangements, as set out below.
- 6.8 The Bus Passenger Enhancements scheme, to deliver a programme of bus stop accessibility upgrades in all ten Local Authority areas across Greater Manchester, has, since the last update, achieved Full Approval following a successful review of the mini-business case.
- 6.9 The GM Wayfinding Initiative Phase 1 scheme is now complete following the installation of all 28 totems across Greater Manchester.
- 6.10 Of the 14 mini business cases approved since the March update, six schemes have a forecast cost of over £0.5m. Five of these schemes have been included in, and had funding / expenditure approved through, previous reports to GMCA.
- 6.11 The remaining approved Minor Works and Additional Priority scheme over £0.5 million now requiring expenditure approval by GMCA is shown in the table below:

Scheme Promoter	Scheme	Growth Deal funding £'000
Rochdale	Town centre connectivity	1,150

Rochdale Town Centre Connectivity (£1.15 million)

- 6.12 The purpose of the scheme is to provide an improvement of the public realm experience and to improve linkages within Rochdale town centre, particularly along Baillie Street, Yorkshire Street and Smith Street. The delivery phase of the scheme was completed in 2018 and was delivered at risk by Rochdale Council. The scheme is rated high value for money, with a Benefit Cost Ratio (BCR) of 2.8.
- 6.13 Baillie Street works: The scheme provides pedestrian and cycle connectivity via improved public realm, pedestrian, and retail enhancements along Yorkshire Street and Baillie Street. This provides a pedestrianised accessible link between the Riverside regeneration scheme and the River Roch re-opening scheme. The Baillie and Yorkshire Street scheme complements and improves on the Town Centre connectivity scheme of 2015/16.
- 6.14 Smith Street works: With the opening of the Rochdale bus interchange, an opportunity was taken to permanently prohibit all vehicles along Smith Street, which was previously a bus-

gate, to provide a dedicated cycle and walking route linking Riverside offices and the bus interchange with the town centre and Baillie Street. The Smith Street Bus Gate scheme is based on a Prohibition of Driving Order which prohibits all restricts vehicle movement to Smith Street allowing for greater pedestrian and cycle movements across the town centre, directly linking to the Baillie Street Town Centre Connectivity scheme.

7 RECOMMENDATIONS

7.1 Recommendations are set out at the front of this report.

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

Date: 25 October 2019

Subject: Rail Station Alliance Update Report

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport
& Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

PURPOSE OF REPORT

This report provides a progress update for the Greater Manchester Rail Station Alliance.

RECOMMENDATIONS:

The Committee is recommended to note the contents of the report.

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Equalities Implications: not applicable

Climate Change Impact Assessment and Mitigation Measures: not applicable

Risk Management: No specific risks

Legal Considerations: not applicable

Financial Consequences – Revenue – not applicable

Financial Consequences – Capital – not applicable

Number of attachments to the report: not applicable

BACKGROUND PAPERS:

- GMCA (May 2018) Station Partnership – Update Report

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
GM Transport Committee	Overview & Scrutiny Committee	
Not applicable	Not applicable	

1 INTRODUCTION

- 1.1 TfGM, in partnership with the rail industry, have continued to progress collaborative working around rail stations throughout 2019.
- 1.2 The May 2018 and November 2018 Rail Station Alliance reports to GMCA set out our proposed alliance deliverables and timescales including progress against three workstreams, namely:
- Workstream 1: Station Improvement and Community Developments;
 - Workstream 2: Strategic Development and Regeneration; and
 - Workstream 3: Targeted Inclusivity and Accessibility Development.
- 1.3 This report provides a further update in relation to activities undertaken during 2019.

2 ALLIANCE FRAMEWORK

- 2.1 In April 2019, TfGM formally entered into the Rail Station Alliance Framework Agreement with Network Rail, London Continental Railway (LCR), Transpennine Express (TPE) and Arriva Rail North (Northern). The agreement establishes the framework for governance and operation of the Alliance, including formally setting out the Vision, Aim and Objectives (Appendix A).
- 2.2 The Alliance members have established the Alliance Board for the purpose of providing good governance, including approval of strategies to meet the Aim and Objectives, and overseeing the delivery of Alliance tasks. The Alliance Board includes the Director (North of England) of Network Rail, the Chief Operating Officer of TfGM, the CEO of LCR and the Managing Director, or appropriate nominated deputy of Northern and TPE, as well as one further appropriate person from each organisation.
- 2.3 At the same time as executing the Alliance Framework Agreement, the Alliance Board also endorsed the 2019/20 Business Plan. The Business Plan includes commitments aligned to the deliverables endorsed as part of the GMCA November 2019 Update Report.

3 WORKSTREAM UPDATE

- 3.1 The following section summarises the status of work and deliverables associated with each of the three strategic priorities that form the Alliance.

Workstream 1: Station Improvement and Community Developments

- 3.2 Eight Greater Manchester stations are set to receive automated external defibrillators (AEDs) as part of an initial tranche of installations. The Alliance members in partnership

with the North West Ambulance Service have worked together to ensure these will be available in publicly accessible areas at the following locations:

- Northern Rail managed stations: Wigan Wallgate, Horwich Parkway, Eccles, Romiley, Levenshulme and Hindley; and
- Transpennine Express managed stations: Manchester Airport and Stalybridge.

3.3 These units build on the twenty existing Greater Manchester rail stations which already have AEDs. Once installed, a quarter of the estate will have access to these life critical units. Many of the existing AEDs at Greater Manchester rail stations, however, are located within ticket offices, presenting a potential barrier to their use during out of office hours. As part of future work, the Alliance will seek to move these AED units to publicly available areas.

3.4 Another key area of focus is 'One Team Piccadilly'. TfGM are working alongside our partners to support the harmonisation of current working arrangements at Manchester Piccadilly station to deliver a more customer centric approach to station operations and management. Initiatives being planned include:

- Joint working between Network Rail, train operators, Metrolink teams, retailers and British Transport Police colleagues;
- Joint action planning between organisations with a role at the station;
- Reviewing National Rail Passenger Survey results, including new surveys to monitor and evaluate customer experience;
- All staff to complete a new Network Rail customer services training plan; and
- All staff to wear the same hi vis.

3.5 It is anticipated the above work at Manchester Piccadilly station will be used as a pilot to inform the definition of a common standard / one team approach across all staffed stations in Greater Manchester.

3.6 The Alliance members continue to work with Greater Manchester Health and Social Care Partnership to assess the potential for offering health services at stations. Stalybridge has been identified as a pilot scheme to use the existing station building rooms to signpost members of the public to relevant social services. Consideration is also being given to ways that existing station building rooms may be utilised to tackle issues such as loneliness, obesity, smoking, as well as health issues such as heart disease. We are also looking to support the Greater Manchester Health and Social Care Partnership with their current initiative around social prescribing to look to tackle loneliness and mental health issues.

3.7 We have identified a short list of redundant buildings with the potential to be brought back into community use including at Manchester Oxford Road, Broadbottom, Altrincham, Heaton Chapel and Trafford Park rail stations. In order to assess the viability of any scheme at each station, visual inspection reports led by Network Rail and costing work led by the TOC are currently being carried out. It is anticipated a definitive list of locations to take forward for business case development will be agreed in Q4, 2019. The business cases will be put forward as a bid for funding to LCR.

Workstream 2: Strategic Development and Regeneration

- 3.8 Further to the November 2018 update, the Alliance Members have completed a review of all stations to identify locations with an opportunity for the Alliance to add value through regeneration. The Alliance Members have engaged with all Greater Manchester Local Authorities on potential development opportunities around rail stations to agree future areas of interest.
- 3.9 The Alliance Members are progressing discussions with Rochdale, Trafford, Stockport, Tameside and Bolton Councils on potential development opportunities that could be explored collaboratively as part of the Alliance.
- 3.10 The first “Task Agreements” being entered into with Rochdale and Trafford Councils will enable formal collaborative working, and access to LCR funding to commence in Q4, 2019. The proposed work includes a mix of:
- master planning including architectural proposals/concepts;
 - site by site planning reports and portfolio strategies;
 - financial model assessments;
 - land ownership mapping;
 - potential engagement with third party interests;
 - asset valuations;
 - development appraisals and quantity surveyor cost plans; and/or
 - strategic thinking on a potential delivery strategy and where appropriate soft market testing opportunities.
- 3.11 The outputs are anticipated to provide a set of potentially investable opportunities to deliver a combination of jobs, homes and investment around the stations. An appropriate delivery strategy will then be developed between the Alliance partners and the relevant Local Authority.
- 3.12 The above studies are to be funded and coordinated by LCR as part of the Alliance.
- 3.13 The Alliance Members remain available to all Local Authorities to support regeneration opportunities as required.

Workstream 3: Targeted Inclusivity and Accessibility Development

- 3.14 In April 2019, DfT announced the outcome of the Access for All main programme, which will, subject to feasibility design, award funding to 73 stations to receive a new accessible route into, as well as to and between platforms. In Greater Manchester, Daisy Hill and Irlam were successful and received DfT Access for All funding for Control Period 6.
- 3.15 Through the Alliance, TfGM are working closely with Network Rail and Northern to progress these important projects. All work at Daisy Hill and Irlam is to be completed by the end of

March 2024. The next step is to progress each scheme to the next sign off (GRIP 3). Network Rail is leading this work utilising their in-house design team, working with Northern and TfGM to form a working group as key strategic stakeholders.

3.16 In addition to the option selection reports undertaken in 2018, we have continued to develop a pipeline of minor accessibility improvement proposals for Greater Manchester rail stations that are available to be called upon as funding opportunities arise. The proposals will support the Integrated Station Plans and ensure Greater Manchester is well prepared to submit credible proposals to Government/third parties for funding in the future.

3.17 In July 2019, DfT announced the Access for All Mid-Tier programme. The fund will provide £20 million nationally focussed on smaller scale accessibility improvements that can be delivered with a contribution up to £1 million of government support. Using the pipeline as a basis, we aim to submit one bid, covering a number of minor accessibility improvements, commensurate with the scale and nature of the national funding pot available. The schemes identified include a mixture of:

- Compliant hand rails – including modifications to existing fencing;
- Enhanced seating – for instance resting points along ramps;
- Refined disabled parking bays;
- Harrington humps;
- Customer Information Systems: Help points, Hearing induction loops, Customer Information Screens and CCTV; and
- Enhanced signage.

3.18 As part of the November update report to GMCA, it was noted that Northern have made available an allowance of £250,000 +RPI per annum within their franchise to spend on minor improvements across their estate. This is to be distributed across the five regions of the Northern franchise. Through the Alliance, we will support, as appropriate, Northern, who are currently preparing designs for a number of initial opportunities for potential inclusion in the programme. The types of interventions under consideration include:

- Compliant handrails
- Automatic doors to waiting rooms; and
- Anti-slip stair treads on stairs.

4 NEXT STEPS

4.1 In accordance with the endorsed 2019/20 Business Plan, we will continue to advance the Alliance commitments as set out against the three strategic priorities.

5 RECOMMENDATIONS

5.1 The Committee notes the contents of the report.

Appendix A – Alliance Vision, Aim and Objectives

Vision

- Deliver excellence at Greater Manchester’s rail stations acting as ‘one team’ using all available industry resources, knowledge and experience to harness the potential of rail stations and in doing so deliver more for our customers and communities. Together, we harness the strengths of all stakeholders to deliver rail stations that: offer improved journeys for rail passengers; offer better value for the tax payer; and fully exploit their economic potential for our customers and communities.

Aim

- Develop stations as quality gateways between communities and the railway, supporting the changing needs of passengers, residents and visitors, allowing stations in the Greater Manchester area to be treated as community assets (whether or not the Localism Act 2011 applies) supporting the wellbeing and development of the communities they serve and acting as catalysts for environmental change.

Objectives

- Secure a long-term improvement in Greater Manchester’s rail stations to improve the customer experience
- Promote efficiency and a reduction in whole life rail station related costs where this can be achieved
- Facilitate the unlocking of development and regeneration opportunities at and around rail stations to create jobs, homes and economic growth for the benefit of Alliance Members, local communities and other stakeholders as appropriate
- Develop and engender a sense of community ownership of rail stations
- Through the achievement of the other Objectives, to support connectivity and economic regeneration of the communities served by rail stations
- Act in a way which builds trust, collaboration and openness, with a joint commitment to continuous improvement and innovation

Date: 25 October 2019

Subject: GMCA Revenue Update 2019/20

Report of: Cllr David Molyneux, Portfolio Holder - Resources
Richard Paver, Treasurer to GMCA

PURPOSE OF REPORT

To inform GMCA of the 2019/20 forecast revenue outturn position as at the end of September 2019.

RECOMMENDATIONS:

GMCA are requested to;

1. Note the Mayoral General forecast revenue outturn position for 2019/20 which shows an underspend against budget of £1.6 million.
2. Note the Mayoral General – Fire forecast revenue outturn position for 2019/20 which shows an underspend against budget of £2.378 million.
3. Note the Mayoral General – Fire forecast does not incorporate the potential outcomes of the decision making process on the Programme for Change Outline Business Case.
4. Note the GMCA General budget forecast revenue outturn position for 2019/20 which shows an underspend against budget of £0.177 million.
5. Note the Transport forecast revenue outturn position for 2019/20 which is in line with budget.
6. Note the GM Waste forecast revenue outturn position for 2019/20 which is in line with budget.
7. Note the TfGM forecast revenue outturn position for 2019/20 as at paragraph 4.1.
8. Approve the increase to the GMCA General budget of £11.167 million as detailed in paragraphs 3.7 – 3.14.
9. Approve the budget Virement of £0.18 million from budgeted GM Housing Investment Fund surpluses to facilitate the new Housing Delivery Team.

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Risk Management – An assessment of major budget risks faced by the authority are carried out quarterly as part of the reporting process – the risks are identified within the report.

Legal Considerations – There are no specific legal implications with regards to the 2019/20 budget update.

Financial Consequences – Revenue – The report sets out the forecast outturn position for 2019/20.

Financial Consequences – Capital – There are no specific capital considerations contained within the report.

Number of attachments included in the report: 0

BACKGROUND PAPERS:

Report to Greater Manchester Combined Authority: 'GMCA Revenue Update 2019/20' 26 July 2019.

Report to Greater Manchester Combined Authority: 'GMCA Revenue Outturn 2018/19' 28 June 2019.

Report to Greater Manchester Combined Authority: 'Mayoral General Budget and Precept' 15 February 2019.

Report to Greater Manchester Combined Authority: 'Transport Revenue Budget' 15 February 2019.

Report to Greater Manchester Combined Authority: 'GMCA Revenue General Budget' 15 February 2019.

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		N/A
GM Transport Committee	Overview & Scrutiny Committee	
N/A	N/A	

1. INTRODUCTION

- 1.1 The report details the GMCA forecast revenue outturn position for 2019/20, covering Mayoral General Budgets (Including GM Fire & Rescue), GMCA General Budgets, Transport, GM Waste and Transport (TfGM). It provides an analysis of the additions to the approved budget and significant variances in year compared to planned spend.

2. SUMMARY POSITION

- 2.1 The summary Outturn position for the year ending 31 March 2020 shows an underspend against budget of £2 million. Forecasts have been updated following information received since the last budget report in July 2019. The table below details the position:

Function / Service	Approved Budget 2019/20 £000	Revised Budget 2019/20 £000	Forecast Outturn 2019/20 £000	Outturn Variation 2019/20 £000
Mayoral General	29,111	29,111	27,511	(1,600)
Mayoral General - GM Fire & Rescue	113,866	113,866	111,488	(2,378)
GMCA General	157,906	169,073	168,896	(177)
Transport	247,065	247,065	247,065	-
Waste	174,634	174,634	174,634	-
Total GMCA and Mayoral General	722,582	733,749	729,594	(4,155)
<u>Memorandum Item</u>				
TfGM	160,700	168,400	168,400	-

3 BUDGET UPDATE AND VARIATION ANALYSIS

Mayoral General Budget

- 3.1 The Outturn position for the year ending 31 March 2020 shows an underspend of £1.6 million against budget following updated forecasts for the use of the Bus Services Operators Grant (BSOG).

Mayoral General – GM Fire and Rescue

- 3.2 The revenue outturn position is an underspend of £2.378m against the budget set for the Fire and Rescue Service based on the decision of the Fire Brigades Union to withdraw their support for Pre-Arranged Overtime from 14th October 2019, this will be monitored and any changes will be factored into future calculations of forecasts.
- 3.3 Employees Pay and Pensions is a forecast underspend of £2.487m. This forecast is based on the current strength figures across GMFRS with the addition of 2% increase from July for pay award, however, negotiations are on-going which may result in a further increase.
- 3.4 There are budget pressures relating to Business Rates and Transport costs totalling £0.1 million, which will be monitored throughout the year.

GMCA General Budget

- 3.5 The outturn position for year ending 31 March 2020 shows an underspend of £0.177 million which is predominantly in relation to increased income from temporary investments of £0.3 million. This has been offset by additional costs in relation to the GMS Strategic Narratives project and transitional costs in respect of changing network / mobile phone providers.

- 3.6 In addition budgets have been updated following information received since the last budget report in July 2019. The table below details the proposed additions to the budget:

	Approved Budget 2019/20 £000	Revised Budget 2019/20 £000	Budget Variation 2019/20 £000
Princes Trust - Future Workforce Fund	-	1,854	1,854
Public Service Reform - Early Years	-	830	830
Public Service Reform - Troubled Families	-	7,739	7739
Additional Growth Hub funding - MHCLG	512	844	332
Rogue Landlord Funding	-	54	54
Work & Skills	2,286	2,264	(22)
Low Carbon 5 year plan	-	200	200
Brexit preparations	-	180	180
Total	2,798	13,965	11,167

Budget Variation Analysis

- 3.7 Princes Trust Future Workforce Fund – GMCA have been awarded £7 million over three years to work with the Princes Trust to deliver a programme targeted at young people not in education, employment or training (NEET’s). The allocation for 2019/20 is £1.854 million.
- 3.8 Public Service Reform – Early Years Funding – funding of £2.1 million from the GM Health and Social Care Partnership towards the Early Years and School Readiness agenda has now been confirmed with £0.8 million expected within 2019/20.
- 3.9 Public Service Reform – Troubled Families – funding has now been confirmed for the 2019/20 allocation. Specific approval for allocations to districts will be brought to a meeting in due course.
- 3.10 MHCLG Growth Hub funding – Additional funding of £0.332 million has been awarded to Growth Hubs to support increased capacity requirements, particularly around EU exit planning and advice.
- 3.11 Rogue Landlord funding – Following the award of £0.128 million in Jan 2019 for rouge landlord funding, a balance of £0.054 has been carried forward into 2019/20.
- 3.12 Work and Skills – Confirmation of final funding allocations for 2019/20 has resulted in a small reduction of £0.02 million.
- 3.13 Low Carbon 5 year plan - following approval in July 2019, to release £1 million from business rates over a three year period for the Low Carbon plan, £0.2 million has been added into the budget for 2019/20.
- 3.14 Brexit preparations - £0.18 million has been awarded to the GMCA to assist with Brexit preparations.

Budget Virement

- 3.15 Following approval by the GMCA in June 2019 for the Housing Delivery Team, approval is now sought to transfer £0.18 million from the budgeted GM Housing Investment Fund surplus to both pay and supplies and services budgets to facilitate the creation of the new team.

Transport

- 3.16 The Outturn position for the year ending 31 March 2020 shows a balanced budget, however any variances in the costs of capital financing will be transferred to the Capital Financing Reserve.

GM Waste

- 3.17 Despite the commencement of the new contracts with Suez from 1 June 2019, there are a number of uncertainties in the financial year 2019/20 and at the current time the outturn position is forecast to be broadly neutral.
- 3.18 Following verification of 2018/19 annual tonnage outturn figures an additional levy adjustment figure has been calculated reflecting the lower/different mix of waste arisings.

4 TRANSPORT FOR GREATER MANCHESTER (TfGM)

- 4.1 The table below summarises the full year forecast and budget of income and expenditure of TfGM.

	Approved Budget 2019/20 £000	Forecast Outturn 2019/20 £000	Outturn Variation 2019/20 £000
Resources			
Total Levy	131,540	131,540	-
Rail Grant	1,860	1,860	-
Utilisation of Surplus / Other Reserves	6,000	6,000	-
Metrolink funding from Revenue / Reserves	10,300	10,300	-
Mayoral General Budget	3,950	3,950	-
Earnback Revenue Grant / Reserves	5,850	5,850	-
Other Grants	1,200	8,900	(7,700)
Total Revenue	160,700	168,400	(7,700)
Call on Resources			
Concessionary Support	73,380	73,380	-
Supported Services	27,610	27,610	-
Accessible Transport	4,910	4,910	-
Operational Costs	48,490	56,190	7,700
Financing	6,310	6,310	-
Total Expenditure	160,700	168,400	7,700
(Surplus)/Deficit	-	-	-

- 4.2 The forecast outturn remains in line with the budgeted breakeven position.
- 4.3 The latest forecast for Other Grants income, and the related expenditure, have been adjusted from those presented to GMCA on 15 February 2019 to include the costs and income with respect to additional or higher levels of grants agreed since the budget was finalised. This includes in particular grant income from Defra and costs of £6 million in relation to funding the development of the Business Case for the Clean Air Plan for GM and £1.7m grant funding for revenue costs incurred in managing and delivering the Mayor's Challenge Fund.

- 4.4 As reported in the original budget, included in 'Utilisation of surplus/other reserves' is £5 million to support scheme development/feasibility work on known GMCA priorities, including the development of potential public transport solutions that will support the city region's growth agenda; the development of a second Transport Fund; and to support the development of the Greater Manchester Spatial Framework and the 2040 Delivery Plan. The current outturn for these costs is in line with budget however, as noted in the Budget report to GMCA on 15 February 2019, should any further releases of funding be required to support this work during the remainder of year, these will be requested from GMCA through the next Quarterly Revenue Monitoring report to GMCA in February 2020 to be drawn down from Transport Reserves already earmarked for that purpose.
- 4.5 All other costs and income are currently forecast to outturn in line with budget.

5 RECOMMENDATIONS

- 5.1 The recommendations appear at the front of this report.

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Date: 25 October 2019

Subject: GMCA Capital Update 2019/20

Report of: Cllr David Molyneux, Portfolio Holder - Resources
Richard Paver, Treasurer to GMCA

PURPOSE OF REPORT

To present an update in relation to the Greater Manchester Combined Authority 2019/20 capital expenditure programme.

RECOMMENDATIONS:

GMCA are requested to;

1. Note the current 2019/20 forecast compared to the previous 2019/20 capital forecast approved at the July 2019 GMCA meeting;
2. Delegate authority to the Treasurer to agree minor variations in grant allocations to Districts as required;

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Risk Management – An assessment of major budget risks faced by the authority are carried out quarterly as part of the reporting process – at the present time a significant proportion of the capital budget is funded through grant. In order to mitigate the risk of monetary claw back the full programme is carefully monitored against the grant conditions and further action would be taken as necessary.

Legal Considerations – There are no specific legal implications contained within the report

Financial Consequences – Revenue – There are no specific revenue considerations contained within the report, however the revenue budget contains resources to meet the capital costs of the authority. Changes in the capital programme can affect the budget to meet these costs.

Financial Consequences – Capital – The report sets out the forecast expenditure for 2019/20.

BACKGROUND PAPERS:

Report to Greater Manchester Combined Authority: ‘GMCA Capital Update 2019/20’: 26 July 2019

Report to Greater Manchester Combined Authority: ‘GMCA Capital Outturn 2018/19’: 28 June 2019

Report to Greater Manchester Combined Authority: ‘GMCA Capital Programme 2018/19 – 2021/22’: 15 February 2019.

Report to Greater Manchester Combined Authority: ‘GMCA Local Growth Deal (1, 2 and 3) - Six monthly Transport Progress’ 29 March 2019.

Report to Greater Manchester Combined Authority: ‘Mayor’s Cycling and Walking Challenge Fund’ 29 March 2019.

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
GM Transport Committee	Overview & Scrutiny Committee	
N/A	N/A	

1. INTRODUCTION AND BACKGROUND

1.1 The Greater Manchester Combined Authority (GMCA) approved the 2019/20 Capital Programme at its meeting on 15 February 2019.

1.2 GMCA's capital programme includes Economic Development and Regeneration programmes, Waste and the continuation of the programme of activity currently being delivered by Transport for Greater Manchester ("TfGM") and Local Authorities including the following elements:

- The Greater Manchester Transport Fund ('GMTF');
- Metrolink Phase 3 extensions;
- Metrolink Trafford Line extension;
- Other Metrolink Schemes;
- Transport Interchanges;
- Bus Priority;
- Other capital projects and programmes including Transforming Cities, Early Measures, Cycle Safety, Smart Ticketing and Cycle City Ambition Grant (CCAG 2);
- Growth Deal Major Schemes;
- Minor Works (including schemes funded by Integrated Transport Capital Block and Growth Deal);
- Capital Highways Maintenance and Pot-Hole funds
- Investments including Growing Places and Regional Growth Fund;
- Empty Home Programme;
- Economic Development and Regeneration Growth Deal Schemes;
- Fire Premises;
- Fire IT Schemes;
- Fire Vehicles & Equipment;
- Waste Operational Sites; and
- Waste Non-Operational Sites

1.3 The 2019/20 Capital Programme is summarised in Appendix A and the major variances are described in this report.

2. GREATER MANCHESTER TRANSPORT FUND (GMTF)

- 2.1 The GMTF programme is funded from a combination of grants from the Department for Transport; a 'top slice' from the Greater Manchester Integrated Transport Block (ITB) LTP funding; and from a combination of borrowings, to be undertaken by GMCA, and partly from local/third party contributions and local resources (including LTP and prudential borrowings).
- 2.2 The GMCA will repay the borrowings in full by 2045, in part through the application of Metrolink net revenues (being Metrolink revenues, net of operating, maintenance and other related costs); in part by the application of the annual ring-fenced levy contributions, which will be raised by GMCA, under its levying powers; and in part from local, third party, revenue contributions.
- 2.3 The GMCA and TfGM hold certain reserves which are ring-fenced to pay for and manage the risks of delivering their ongoing capital programme. This includes the capital programme reserve which will be utilised as the financing costs (which include both the interest costs and minimum revenue provision with respect to the borrowings, which have been or will be taken out to fund the delivery of the schemes in the GMTF) increase in future years.

Metrolink Expansion Programme

- 2.4 The Metrolink Expansion Projects include:
- Phase 3 programme;
 - Metrolink Second City Crossing('2CC'); and
 - SEMMMs Interface Works.
- 2.5 The current forecast expenditure for 2019/20 is £7.7 million, compared to a previous forecast of £7.5 million. The variance is due to a number of residual minor works that have been brought forward from future years and are now scheduled to be undertaken in 2019/20.
- 2.6 The total forecast outturn cost is within the total approved budget.

Metrolink Renewal and Enhancement Capital Programme

- 2.7 The current forecast expenditure for 2019/20 is £2.8 million, which is in line with the previous forecast.

Bus Priority Programme

- 2.8 The current forecast for 2018/19 is £0.8 million, compared to a previous forecast of £1.1 million. The variance is primarily due to the finalisation of accounts for the Cross City Bus Scheme and the phasing of residual programme risk allowances.
- 2.9 The total forecast outturn cost is within the total approved budget.

Park and Ride

- 2.10 The current forecast for 2019/20 is £0.1 million which is in line with the previous forecast.
- 2.11 The total forecast outturn cost is within the total approved budget.

Bolton Town Centre Transport Strategy (BTCTS)

- 2.12 The current forecast net expenditure in 2019/20 is nil, which is in line with the previous forecast.
- 2.13 The total forecast outturn cost is within the total approved budget.

A6 to Manchester Airport Relief Road

- 2.14 Stockport Council is responsible for the delivery of the A6MARR, resulting in the expenditure largely comprising grant payments to Stockport MBC.
- 2.15 The current forecast expenditure in 2019/20 is £8.7 million, which is in line with the previous forecast.
- 2.16 The total forecast outturn cost is within the total approved budget.

Stockport Town Centre Access Plan

- 2.17 Stockport MBC is responsible for the delivery of Stockport Town Centre Access Plan, a Growth Deal major DfT retained scheme.
- 2.18 The current forecast expenditure in 2019/20 is £8.3 million, which is in line with the previous forecast.
- 2.19 The total forecast outturn cost is within the total approved budget.

3. METROLINK TRAFFORD EXTENSION

- 3.1 The Metrolink Trafford Park Line Extension will extend Metrolink as far as the Trafford Centre.
- 3.2 The current forecast expenditure in 2019/20 is £63.9 million, compared to the previous forecast of £62.1 million. The variance of £1.8 million relates primarily to the phasing of works, with expenditure previously forecast to be incurred in financial year 2020/21 being brought forward into the current financial year.
- 3.3 Total forecast outturn cost is within the total approved budget.

4. TRANSFORMING CITIES FUND (TCF)

4.1 This programme includes:

- Metrolink Additional Capacity; and
- Cycling and Walking Mayoral Challenge Fund (MCF)

4.2 The Metrolink Additional Capacity programme includes the purchase of 27 additional trams and additional supporting infrastructure. The current forecast expenditure in 2019/20 for the Metrolink Additional Capacity programme is £30.7 million compared to the previous forecast of £34.7 million. The £4.0 million variance is due primarily to a revised delivery and milestone schedule for the additional trams. This is the subject of ongoing discussions with the tram manufacturer.

4.3 The Cycling and Walking Challenge Fund 2019/20 forecast spend is £3.1 million, of which £1.7 million is revenue spend, resulting in a capital spend of £1.4 million. The £3.1 million compares to a previous forecast of £5.2 million. The £2.1 million variance is primarily due to the re-phasing of Local Authority Schemes from their Programme Entry position, this re-phasing having taken place within the context of Local Authorities having given priority consideration to their delivery of the wider Bee Network during the last quarter. As noted above, a review of resources required for the programme has resulted in £1.7 million being identified as revenue spend which will be reported elsewhere on the agenda.

4.4 Total forecast outturn cost is within the total approved budget.

5. OTHER CAPITAL SCHEMES & PROGRAMMES

5.1 The other capital projects include

- Smart Ticketing;
- Cycle City Ambition Grant 2 (CCAG);
- Cycle safety;
- Joint Air Quality Unit (JAQU) Early Measures; and
- Clean Bus Initiatives.

5.2 The current forecast expenditure in 2019/20 on the Smart Ticketing programme is £1.2 million, which is in line with the previous forecast.

5.3 The current forecast expenditure in 2019/20 on the CCAG 2 programme is £2.5 million, which is in line with the previous forecast.

5.4 Joint Air Quality Unit (JAQU) Early Measures Investment Funding (EMIF) 2019/20 current forecast expenditure is £1.6 million compared to a previous forecast of £1.8 million budget. This variance is due to ongoing work to finalise contractual arrangements with the Electric Vehicles charging points preferred supplier.

- 5.5 The Clean Bus Technology Fund 2019/20 forecast of £6.0 million is in line with the 2019/20 revised budget.
- 5.6 Total forecast outturn cost for all projects and programmes included in Section 5 is within the total approved budget.

6. GROWTH DEAL MAJORS SCHEMES / GROWTH DEAL 3

- 6.1 The Growth Deal 1 Majors programme consists of 11 major schemes, excluding the Stockport TCAP scheme, which are being delivered by TfGM and the Local Authorities. The current forecast expenditure in 2019/20 is £37.8 million, compared to a previous forecast of £29.7 million. This £8.1 million variance is largely due to accelerating the overall grant spend on the Wigan A49 scheme by £7.1 million compared to the previous forecast. In addition, a re-phasing of construction works on the Ashton interchange project has resulted in an increase in expenditure of £1.8 million above the previous 2019/20 forecast. There has also been a rephasing of construction works for Stockport Interchange of £0.4 million and SBNI Salford of £0.4 million into later years when compared to the previous forecast.
- 6.2 The Growth Deal 3 (GD3) transport schemes programme includes a combination of both major and minor schemes. The current forecast expenditure in 2019/20 is £10.6 million, compared to a previous forecast of £12.1 million. The variance is primarily due to the rephasing of previously forecast 2019/20 expenditure into later years as additional scope has evolved within the minor scheme elements of the programme.
- 6.3 Total forecast outturn cost is within the total approved budget. It should also be noted that a more detailed report on the Growth Deal programme is elsewhere on the agenda.

7. MINOR WORKS

- 7.1 The Minor Works Programme is a combination of schemes being delivered by the Local Authorities and TfGM.
- 7.2 The programme consists of schemes funded from a combination of Integrated Transport Block (ITB), Growth Deal 1 (GD1) and Growth Deal 2 (GD2) funding.
- 7.3 The current forecast expenditure in 2019/20 is £9.1 million, compared to a previous forecast of £10.1 million. The variance is mainly due to the rephasing of the Local Authority promoted minor works schemes (£0.7million); and the rephasing of risk allowances (£0.3 million) for the TfGM promoted minor works schemes into subsequent years.
- 7.4 Total forecast outturn cost is within the total approved budget.

8. GMCA CONTROLLED TRANSPORT SCHEMES

Traffic Signals

- 8.1 The current forecast is in line with the budget of £2.5 million. All traffic signals are externally funded and the annual amount will fluctuate year on year dependant on the level of new installations and developments.

Capital Highways Maintenance (Including National Productivity Investment Fund and Pot-Hole funding)

- 8.2 The current forecast is in line with the budget of £36.2 million.

9. ECONOMIC DEVELOPMENT AND REGENERATION FUNCTIONS

Recycled RGF / GPF

- 9.1 Both the Regional Growth Fund and Growing Places Fund's loans are now being repaid, with the strategy being that a perpetual fund is created to support businesses and enable growth. For 2019/20 it is currently estimated that £4 million will be defrayed compared with the previous forecast of £8.8 million. The variance to due to funding for the loans being transferred to Local Growth Deal as detailed in paragraph 9.19.

GM Loans Fund

- 9.2 The Greater Manchester Loan Fund ('GMLF' or 'the Fund') was established in June 2013 in response to market constraints which significantly reduced the availability of debt finance.
- 9.3 The Fund was set up to provide debt finance of between £100k and £500k to small and medium enterprises in the Greater Manchester region, with the objective of generating business growth, creating and safeguarding jobs.
- 9.4 The current forecast net expenditure in 2019/20 is nil, compared with the previous forecast of £2.6 million as the fund has now closed.

Empty Homes Programme

- 9.5 Following a bid to the Homes and Communities Agency, up to £3.542 million was available between 2015 and 2018 to deliver 232 units. Whilst the programme did complete within 2018/19, final claims are being processed with £0.6 million anticipated to be drawn down.
- 9.6 The budget will be adjusted to reflect the final grant allocations from the Homes and Community Agency.

Housing Investment Fund

- 9.7 The Greater Manchester Housing Fund has been designed to accelerate and unlock housing schemes. It will help build the new homes to support the growth ambitions across Greater Manchester.
- 9.8 To facilitate this DCLG have provided a £300 million facility to provide the up-front funding.
- 9.9 Forecasts for 2019/20 currently stand at £118 million however it should be noted that the forecast will be subject to change once specific loans are approved and the timing of payments confirmed.

Growth Deal – Economic Development and Regeneration Projects

Skills Capital (Round One)

- 9.10 The Skills Capital (Round One) allocation is to be used supporting colleges and adult education facilities invest in capital infrastructure. There are currently six approved schemes being delivered. The forecast for 2019/20 is £1.53 million compared to £2.1 million previously forecast. The variance is due primarily to rephrasing of the remaining schemes within round one.

Skills Capital (Round Two and Three)

- 9.11 £71 million has been allocated to Skills Capital under rounds 2 and 3 of the Growth Deal. It is proposed that the allocation will deliver four strands of investment as follows;
- Large Redevelopment of Further Education
 - Priority Sectors
 - Smaller Investment Projects
 - Digital Skills

- 9.12 The forecast for 2019/20 is currently £23.2 million compared to the previous forecast of £19.7 million. The variance is primarily due to drawdowns being confirmed following full approval of schemes.

Life Sciences

- 9.13 The GM&C Life Sciences Fund is a seed and early stage venture capital fund targeting life sciences businesses located in the Greater Manchester and Cheshire & Warrington region. The forecast for 2019/20 is £2.6 million compared to the previous forecast of £2 million. The variance is primarily due to drawdowns being confirmed following full approval of loans and investments.

International Screen School Manchester

- 9.14 This project by Manchester Metropolitan University provides a new £35 million facility on the Oxford Road campus and aims to be operational by mid-2021. The forecast spend for 2019/20 is £2.78 million compared with the previous forecast of £9.3 million. The variance is due primarily to rephrasing of the forecast cashflow following submission of more detailed cost plans.

Cyber Innovation Hub

- 9.15 This project proposes to fit out and purchase IT equipment for the hub with Manchester City Council as the delivery partner. The forecast spend for 2019/20 is currently nil compared to the previous forecast of £2.2 million, however this could change once timescales for full approval are confirmed.

Pankhurst

- 9.16 The LEP Board have approved a full business case for £5m of Local Growth Fund (LGF) investment in the University of Manchester to support the establishment of the Christabel Pankhurst Institute for Research in Health, Technology and Innovation ('the Pankhurst Institute'). This £5m of LGF investment will be matched by £7.2m of additional capital investment. £13.4m of revenue match will also be provided, resulting in a total project value of over £25m. The Pankhurst Institute will be a new Institute which will exploit the University of Manchester's strengths in advanced materials, digital technology and precision medicine to drive health benefit, business growth, productivity-gain and employment in Greater Manchester (GM), filling a critical gap in the GM health innovation ecosystem. The Pankhurst Institute will create a complete and robust translational pathway. Research and early translation activities of the Institute will be located in a refurbished and extended building on the University campus (the NatWest building), and later-stage translational and business engagement activities will be located in the CityLabs 4.0 development.
- 9.17 The forecast for 2019/20 is £0.5 million compared with the previous forecast of £0.625 million.

Investment Fund Loans

- 9.18 Following approval at the July GMCA, a number of Investment Fund loans have now been included as part of the Local Growth Fund (LGF). The current forecast is £15.3 million compared with the previous forecast of £12.3 million due to expected drawdowns being confirmed for the year.

LGBT+ Centre

- 9.19 The Proud Trust provides services to LGBT+ young people across Greater Manchester and the North West of England from its hub at the LGBT+ Centre, located on Sidney Street in central Manchester. The Centre was established in 1988, in co-operation with Manchester City Council, and was the first fully publicly funded 'LGBT centre' in Europe. The Centre is currently in a state of disrepair and lacks the space to accommodate the numbers of young people the Proud Trust wish to work with, or act as a true community hub.
- 9.20 The current forecast of £0.45 million is in line with the approved budget.

12 WASTE

- 12.1 The capital programme has been reprofiled and delivery will be extended into 2020/21. However, milestones for the revised programme of works at one of the waste facilities have yet to be agreed and as such, the reprofiled amount included in the table below will be amended when finalised.
- 12.2 Spend on the non-operational sites has been revised down due to ongoing commitment of resources to the operational sites. Works will be reprogrammed for 2020/21.

13 GM FIRE AND RESCUE

- 13.1 The 2019/20 capital outturn position is currently forecasting an underspend of £0.768 million. This is mainly as a result of a reduction of forecasts on Vehicles and Equipment. It was anticipated that a number of vehicles would be purchased and delivered in year, however, this has now been slipped to 2020/21 including the purchase of a Hydraulic Platform Vehicle at an estimate of £0.65 million.

14 RECOMMENDATIONS

- 14.1 The recommendations appear at the front of this report.

Capital Programme 2019/20

	Approved Budget 2019/20 £'000	Previous Forecast 2019/20 (July) £'000	Current Forecast 2019/20 £'000	Variance from Previous Forecast £'000
Greater Manchester Transport Fund	20,375	11,473	11,413	(60)
Road Schemes (Stockport)				
Stockport Town Centre Access Plan (DfT retained scheme)	8,725	8,325	8,325	-
A6 MARR / SEMMMS	7,456	8,718	8,673	(45)
Stockport Council Schemes total	16,181	17,043	16,998	(45)
Other Metrolink Schemes				
Trafford Extension	55,486	62,140	63,935	1,795
Other Metrolink Schemes total	55,486	62,140	63,935	1,795
Other Capital Schemes				
Other Capital Schemes	-	1,241	1,248	7
CCAG 2	2,319	2,453	2,459	6
Transforming Cities	50,752	39,964	32,042	(7,922)
Cycle Safety	672	-	-	-
Clean Bus Fund	5,981	5,981	5,981	-
Early Measures	1,492	1,765	1,576	(189)
Other Capital Schemes total	61,216	51,404	43,306	(8,098)
Growth Deal				
TfGM Majors	16,647	17,431	18,518	1,087
Local Authorities Majors	15,964	12,275	19,247	6,972
Growth Deal 3 TfGM schemes	4,352	3,438	3,438	-
Growth Deal 3 Local Authorities	6,450	8,646	7,157	(1,489)
Growth Deal total	43,413	41,790	48,360	6,570
Minor Works				
ITB Local Authorities	413	736	674	(62)
Growth Deal 1 Local Authorities	584	945	796	(149)
Growth Deal 2 Local Authorities	5,510	5,380	4,821	(559)
Growth Deal 2 TfGM Schemes	3,163	3,064	2,814	(250)
Minor Works total	9,670	10,125	9,105	(1,020)
Traffic Signals (Externally Funded)	2,500	2,500	2,500	-
Full Fibre Network	7,100	7,100	7,100	-
Highways Capital Maintenance (Incl. Pot-Holes and NPIF)	36,224	36,224	36,224	-
Total Capital - Transport	252,165	239,799	238,941	(858)
Economic Development & Regeneration				
Recycled GF / RGF Capital Receipts	8,806	8,806	4,000	(4,806)
GM Loans Fund	2,577	2,577	-	(2,577)
Empty Homes Programme	600	600	600	-
Housing Investment Fund	145,423	122,300	117,990	(4,310)
Growth Deal - Skills Capital	2,144	2,144	1,530	(614)
Growth Deal - Skills Capital Round 2 & 3	19,704	19,704	23,200	3,496
Growth Deal - Life Sciences Fund	2,000	2,000	2,600	600
Growth Deal - International Screen School Manchester	9,300	9,300	2,780	(6,520)
Growth Deal - Pankhurst	625	625	500	(125)
Growth Deal - Cyber Innovation Hub	2,200	2,200	-	(2,200)
Growth Deal - Investment Fund Loans	12,309	12,309	15,300	2,991
LGBT Centre	450	450	450	-
Total Capital - Economic Development & Regeneration	206,138	183,015	168,950	(14,065)
Waste				
Operational Sites	49,925	49,925	25,075	(24,850)
Non-Operational Sites	2,075	2,075	400	(1,675)
Total Capital - Waste	52,000	52,000	25,475	(26,525)
GM Fire & Rescue				
Estates	1,319	1,319	1,510	191
ICT	301	301	301	-
Vehicles and Equipment	4,256	4,256	3,297	(959)
Total Capital - GM Fire & Rescue	5,876	5,876	5,108	(768)
Total Capital	516,179	480,690	438,474	(42,216)

Date: 25 October 2019

Subject: GM Housing Investment Loans Fund – Revised Investment Strategy

Report of: Paul Dennett, Portfolio Holder for Housing, Homelessness and Infrastructure and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure

PURPOSE OF REPORT

This report sets out a revised Investment Strategy for the GM Housing Investment Loans Fund (GMHILF).

RECOMMENDATIONS:

The GMCA is requested to approve the revised Investment Strategy for the GMHILF.

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BACKGROUND PAPERS:

Housing Investment Fund (report to GMCA, 27 February 2015)

GM Housing Fund – Investment Strategy (report to GMCA, 26 June 2015)

GM Housing Fund: Updated Investment Strategy (report to GMCA, 29 July 2016)

GM Housing Fund Surpluses Paper (Report to GMCA, 14 December 2018)

1 INTRODUCTION

- 1.1 The £300m GM Housing Investment Loans Fund (“GMHILF” or “the Fund”) was approved by the GMCA in March 2015 along with the initial Investment Strategy. The Fund was publicly launched in June 2015, and targets the delivery of 10,00 to 15,000 homes over its 10 year lifecycle in support of Ministry of Housing, Communities and Local Government (MHCLG) targets for housing growth. The Fund can only be used to make ‘recoverable investments’, i.e. debt or equity, in private-sector led schemes. Under the terms of the GMHILF loan agreement with MHCLG, the GMCA has underwritten repayment of a minimum of 80% of the Fund (£240m) to MHCLG when the Fund comes to an end in 2028.
- 1.2 The original Investment Strategy was updated and approved by the GMCA in July 2016. The previous strategies focussed on investing in projects as debt to ensure that lower risk investments were being made and limit the risk of any loss from the GMHILF being greater than 20%.
- 1.3 In line with original intentions, the GMHILF was novated to the GMCA in April 2019. The Fund has now been operational for four years and the GM Housing Strategy has been launched. This paper focusses on the future Investment Strategy for the GMHILF.

2 PROGRESS OF THE GM HOUSING INVESTMENT LOANS FUND

- 2.1 The GMCA has approved GMHILF investments, as at the end of June 2019, of £435.4m into 49 projects that will bring forward 5,985 additional housing units across GM. A large proportion of the Fund’s first cycle of investments has been in city centre developments, and these funds will start to be recycled from 2019 onwards to fund projects being identified as part of the ongoing pipeline development. Investments have to date been predominantly as debt and to date no losses have been incurred by the GMHILF demonstrating that the governance arrangements put in place for managing the Fund and the risk profile have been appropriate.
- 2.2 The Fund is in its fifth year of operation and the full £300m of funding has been drawn from MHCLG giving the GMCA access to the £60m of funding which has not been underwritten by the GMCA. This therefore allows the GMCA to take a higher degree of risk in relation to investments being made.
- 2.3 GMHILF investments have generated revenues that can be retained by GM and deployed to support delivery of GM’s housing objectives. The GMCA agreed in December 2018 to ring-fence the majority of these surplus revenues to support the delivery of the GM Housing Strategy.

3 RESTRICTIONS

- 3.1 The GMHILF loan agreement entered into with MHCLG contains terms that restrict how the Fund is utilised. The key terms that impact on the Investment Strategy are as follows:

- Funds must be invested in projects on a recoverable basis, i.e. as debt or equity;
- The GMCA has underwritten 80% of the Fund and must therefore ensure a minimum of £240m is repaid to MHCLG;
- The Fund must be used to support the delivery of housing.
- The Fund can only be used to support schemes being led by private-sector entities.

3.2 These funds cannot, therefore, be used to provide grant to projects. Riskier GMHILF investments can, however, be made into projects where this is considered justifiable with the intention that the risk profile of the investments is managed to ensure that the expected loss from the Fund never exceeds 20%.

4 REVISED INVESTMENT STRATEGY

4.1 The primary objective of the Fund moving forward is to support the Greater Manchester Housing Strategy, launched in June 2019. This will create the platform for housing growth, increase the number of houses being delivered across GM and accelerate projects to deliver a greater number of houses in the medium term. However, GM's ambitions also relate to ensuring appropriate tenure type and housing mix, and tackling homelessness and temporary accommodation challenges as part of GM's wider housing objective of addressing the issue of need.

4.2 While a credible pipeline of projects into which the recycled GMHILF funds could be invested is being developed, defining the types of projects and specific investment structures that can, and should, be supported by GMHILF in the absence of a detailed pipeline is challenging. In order to support the developing ambitions of GMCA to support mixed housing tenure across the whole of Greater Manchester, the revised approach is for all debt and equity investment structures to be considered. This will enable propositions and structures to be considered on a case by case basis and for appropriate, project specific structures to be adopted where the investment supports the delivery of projects aligning with GM's Housing Strategy.

4.3 This approach leaves all avenues of support available to projects provided they comply with the terms of the MHCLG loan agreement and that the risk of loss from the GMHILF portfolio remains within the £60m risk buffer that is not underwritten by the GMCA. The Fund will continue to invest in projects that support housing delivery, such as infrastructure and City Centre schemes, and all tenure types will be considered and supported where such viable propositions come forward. The Fund will continue to make higher risk investments through its small loans portfolio.

4.4 The use of the revenues generated and retained by GMHILF investments is not restricted. Continued successful investment of the GMHILF will generate further surpluses that can be utilised in the future to support GMs housing objectives.

5 GOVERNANCE

- 5.1 The Core Investment Team is responsible for managing the GMHILF. Both the Gateway Panel and Credit Committee have been set up and have been operating over the four years of Fund operation to review proposals and provide the necessary approvals before recommending the projects for approval by the GMCA. As part of good governance the Gateway Panel membership was rotated and two new members were appointed at the start of 2019.
- 5.2 The role of the independent Gateway Panel is critical to ensuring external scrutiny of projects being approved. The Panel is considered to include all the necessary expertise to provide the appropriate level of scrutiny to projects.
- 5.3 Projects are fully developed before being presented to the Gateway Panel such that they review all the detailed information prior to approving projects. This results in two separate committees reviewing the detailed proposals for investments of more than £2m before approval is recommended to the GMCA.
- 5.4 The governance arrangements for Small Loans (<£2m) differ from larger loans as proposals are not reviewed by the Gateway Panel but are subject to review and approval by the Credit Committee. Given the non-negotiable nature of the terms being offered for Small Loans these governance arrangements are considered robust and adequate.
- 5.5 GMCA will enter into loan agreements with counterparties that are common across other UK government programmes and which therefore require information sharing to mitigate shared risks. The existing governance arrangements for the GMHILF include regular sharing of management information with government departments to allow for national monitoring of counterparty exposure. These arrangements will continue while the Fund is operational.

6 FUND RISK MANAGEMENT

- 6.1 The management of risk in relation to each individual project will primarily be focused on the following:
- Risk will be mitigated as far is reasonably practicable
 - Structural risk mitigation measures will be used to limit project risk
 - Robust exit strategies will be required
 - Robust due diligence will support all investment decisions
 - Private sector leverage will be maximised
 - Loans will be priced to reflect the risk of each project
- 6.2 Individual project investment decisions will be taken with consideration to the impact on the Fund risk profile. Project structures are assessed on a case by case basis and approved through the governance process to ensure project risks are acceptable, within acceptable tolerances and monitored at a Fund level.

- 6.3 A City Centre review was undertaken by JLL in January 2019 to underpin further City Centre investment. The review concluded that demand continues to outstrip supply and supports the City Centre investment decisions taken to date and to be made in the short term. City Centre schemes being considered in the future and non City Centre schemes will continue to be subject to location specific Red Book Valuations to confirm demand for specific projects prior to investment decisions being finalised. The City Centre review will continue to be undertaken on a biennial basis as a minimum.
- 6.4 An annual review of the Fund's processes and procedures by the MCC Internal Audit team is undertaken. The review undertaken in April 2019 provided "positive assurance" over the Fund arrangements. This will review will continue to be undertaken annually.
- 6.5 Critical to the success of the Fund is the ongoing monitoring of projects and ensuring timely repayment of funds. The identification of the early warning signs of project distress will be achieved through the covenants set out within the loan documentation and be highlighted through the monthly monitoring undertaken by the team, supported by an external monitoring surveyor. A bad debt policy has been developed to ensure appropriate protocols exist in the event that projects do not perform as anticipated. This has been the subject of review by MCC Internal Audit in March 2016. To date the Fund has not incurred any bad debts.
- 6.6 A separate monitoring team with appropriate skills and experience has been created within the Core Investment Team to provide focussed technical oversight of all loans being provided. A technical support role has been recruited to the team to provide necessary additional technical resource to undertake this function. The Risk Director continues to sit on the Credit Committee and Gateway Panel and review scheme approvals. A risk team set up within the Core Investment Team ensures compliance of arrangements as loans are entered into and reviews monthly monitoring reports produced for each project. These arrangements are considered satisfactory. The arrangements will be reviewed as capacity constraints are identified.

7 LEGAL CONSIDERATIONS

- 7.1 The proposed operation of the Fund under the updated Investment Strategy remains within the parameters of the legal agreement with MHCLG.
- 7.2 The pricing of all types of loans will be risk-based, following an assessment of the borrower's financial covenant together with the strength of collateral available for the loan. In order to ensure that lending complies with EU State Aid regulations, minimum interest rate margins will be determined using the state aid table published under 'Communication from the Commission on the revision of the method for setting the reference and discount rates' (2008/C 14/02)'.

8 FINANCIAL CONSEQUENCES – REVENUE

- 8.1 Borrowers are required to meet the Fund's legal, due diligence and monitoring costs associated with investments and there is no requirement for additional revenue expenditure by GMCA in addition to the approved Core Investment Team budget.

9 FINANCIAL CONSEQUENCES - CAPITAL

- 9.1 The proposed investments deployed in line with this revised Investment Strategy will be sourced from the £300m GM Housing Investment Loans Fund, including the recycling of loans made by the Fund which have now been repaid.
- 9.2 The risk profile of the GMHILF investments made will be managed by the Core Investment Team to ensure that the risk of losses from the Fund are less than 20%.

10 RECOMMENDATIONS

- 10.1 The GMCA is recommended to approve the revised Investment Strategy for the Greater Manchester Housing Investment Loans Fund as set out in this report.



Date: 25 October 2019

Subject: GM Investment Framework Project Updates

Report of: Councillor David Molyneux, Portfolio Lead Leader for Investment and Resources and Eamonn Boylan, Portfolio Lead Chief Executive for Investment

PURPOSE OF REPORT

This report seeks Greater Manchester Combined Authority (“Combined Authority”) approval for an investment into a new limited company (“TopCo”) to be established. Once TopCo is established, it will own both Ampersand Commerce Limited (“Ampersand”) and Snow.io Limited (“Snow”). The investment will be made from recycled funds.

Further details regarding the investment are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

RECOMMENDATIONS:

The GMCA is requested to:

1. approve the funding application for TopCo (investment of £750,000), and progress to due diligence; and
2. delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the Group, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final

approvals and complete any necessary related documentation in respect of the investment at a) above.

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Richard Paver: richard.paver@greatermanchester-ca.gov.uk

Bill Enevoldson: bill.enevoldson@greatermanchester-ca.gov.uk

BACKGROUND PAPERS:

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		YES
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		NO PUBLIC DOMAIN RELEASE DATE: 25 OCT 2034
GM Transport Committee	Overview & Scrutiny Committee	

Equalities Implications – n/a

Climate Change Impact Assessment and Mitigation Measures – n/a

Risk Management – see paragraph 3

Legal Considerations – see paragraph 4

Financial Consequences – Revenue – see paragraph 5

Financial Consequences – Capital – see paragraph 6

1. INTRODUCTION AND OVERVIEW

- 1.1 The Combined Authority maintains and develops a pipeline of projects submitted by applicants seeking funding from either the Combined Authority's Regional Growth Fund Programme or Growing Places Fund allocation. These projects are assessed against criteria based on the GM Investment Strategy, developed to underpin the economic growth of GM.
- 1.2 This assessment incorporates:
 - a) an appraisal by the GM Core Investment Team; and
 - b) a review by a sub group of GM Chief Executives.

2. INVESTMENT RECOMMENDED FOR APPROVAL IN PRINCIPLE

- 2.1 A new limited company ("TopCo") which will own Ampersand Commerce Limited ("Ampersand") and Snow.io Limited ("Snow"), Manchester

Sector: Digital and Creative

Ampersand was established in 2009 and Snow began trading in 2014. TopCo will be established following approval of the Investment. The Group (being TopCo, Ampersand and Snow) is based in Manchester.

The business case in respect of the Group (an investment of £750,000) has been submitted to, and appraised by, the Core Investment Team and subject to the outcome of the due diligence is recommended to the Combined Authority for conditional approval.

Ampersand provides an ecommerce service to retailers assisting the retailer to design and implement complete and fully integrated ecommerce solutions. It is an established business which has historically been profitable and has c29 employees. Snow is a software as a service business which provides an integration solution for an ecommerce retailer's systems. Snow's product has now been fully developed and is expecting to expand its customer base rapidly in the coming years.

The funding will be used as growth capital for the Group and will fund an expansion in Snow's infrastructure and sales and marketing team across the Group. The Group expects to create 40 jobs within the next three years.

- 2.2 Summary appraisal notes on the investment are included as a more detailed report, considered in the confidential part of the agenda due to the information relating to the business affairs of the company.

3. RISK MANAGEMENT

The investment noted in this paper will be governed under the existing investment framework, which includes several levels of review and ongoing monitoring of performance.

4. LEGAL CONSIDERATIONS

The legal agreements will be based upon the existing templates for the GM Investment Fund, amended for the specific requirements of the individual funding arrangements.

5. FINANCIAL CONSEQUENCES – REVENUE

There are no revenue implications.

6. FINANCIAL CONSEQUENCES – CAPITAL

The proposed investment will be made from recycled funds.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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