

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Monday, 11 November 2019

TIME: 4.30pm - 6.00pm

PLACE: GMCA - GMCA Boardroom, 1st Floor, Tootal Building, 56 Oxford Street

AGENDA

Item	Pages
1. Welcome, Apologies and Introductions -	
2. Declarations of Interest -	
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.	
3. Minutes of the Meeting of the Board Held on 16 September 2019 -	1 - 6
To consider the approval of the minutes of the meeting held on 16 September 2019.	
<i>i. Board Membership Update (verbal)</i>	
<i>ii. Chair Recruitment Update (verbal)</i>	
4. Strategy -	
4.1 Greater Manchester Strategy Implementation Plan and Performance Six Month Update Mike Blackburn – Chair of LEP	7 - 62
4.2 Digital Strategy Councillor Elise Wilson - Portfolio Holder for Digital City Region, GMCA	PAPER TO FOLLOW
4.3 Bus Reform Consultation (Verbal Update) Kate Brown – Director of Corporate Affairs, TfGM	

- 4.4 Clear Air Plan Update (Verbal Update)
Eamonn Boylan – Chief Executive, GMCA/TfGM
5. **Performance and Delivery -**
- 5.1 Growth Deal Transport Progress Update 63 - 78
Simon Warburton – Transport Strategy Director, TfGM
- 5.2 LEP Communications Plan 79 - 92
Lou Cordwell, Board Member LEP
6. **Governance -**
- 6.1 Feedback From Other Boards (Verbal Update)
7. Future Meetings -
- 2020 Dates (all meetings 4-6pm):
Tuesday 21st January
Tuesday 17th March
Tuesday 19th May
Tuesday 21st July
Tuesday 15th September
Tuesday 17th November

Agenda Contact Officer:

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DRAFT MINUTES OF A MEETING OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:00 ON MONDAY 16 SEPTEMBER 2019 AT CHURCHGATE HOUSE, OXFORD ROAD, MANCHESTER

Board Members:

Mike Blackburn (In the Chair)

Lorna Fitzsimons, Amanda Halford, Chris Oglesby, Sir Richard Leese, Mo Isap, Lou Cordwell, Cllr Elise Wilson, Andy Burnham, David Birch, Richard Topliss, Iwan Griffiths,

Advisors:

John Holden (GMCA), Lisa Dale-Clough (GMCA), David Rogerson (GMCA), Matt Berry (GMCA), Lee Teasdale (GMCA), Leila Mottahedeh (GMCA), Gemma Marsh (GMCA), Mark Hughes (The Growth Company), Kate Brown (TfGM) and Suzanne Jones (BEIS)

Apologies:

Apologies were received from Dame Nancy Rothwell, Fiona Gibson, Juergen Maier, Vanda Murray, Eamonn Boylan and Cllr Brenda Warrington

GM LEP/19/46 CHAIR'S ANNOUNCEMENTS

There were no announcements.

GM LEP/19/47 DECLARATIONS OF INTEREST

No declarations were received.

GM LEP/19/48 MINUTES OF THE MEETING OF THE BOARD HELD ON 15 JULY 2019

It was restated that if any Members had future strategic discussion themes for meetings of this Board, to submit these to David Rogerson (GMCA).

RESOLVED:

That the minutes of the meeting held on 15 July 2019 be approved

STRATEGY

GM LEP/19/49 SPENDING REVIEW UPDATE

John Wrathmell, Assistant Director, Strategy & Policy, GMCA updated the Board on the recent Spending Round setting out the Government's spending plans for 2020/21.

This confirmed a real increase in day-to-day spending next year of £13.8 billion, detailing departmental resource settlements for priorities including healthcare, education and tackling crime and laying the foundations for an 'infrastructure revolution'. However, it was noted this does not reverse the last ten years of spending restraint.

Later in the autumn, the Government will announce its plans for future capital spending, including through the publication of the National Infrastructure Strategy. A full multi-year Spending Review will be conducted in 2020 for capital and resource budgets beyond 2020-21

The Board noted the increased spending commitments, particular in regard of key GM services including police, fire and bus reform although highlighted the need for further engagement with Government on detailed delivery.

From a Local Authority perspective, it appears that the Review is better than expected but only reduces cuts especially in areas such as social care, children's services and homelessness. Additionally, a single year spending review did not provide the long term certainty necessary for truly transformational change.

It was noted that the Prime Minister had announced the potential devolution of the rail system which could open up opportunities for Greater Manchester and ties in with the city region's Town Centre approach. The current review of HS2 may also support Greater Manchester's capital infrastructure plans

It was noted that the Spending Review does not mention the Local Industrial Strategy approach at either a national or local level or Shared Prosperity Fund and that clarity on this funding was needed to support delivery of Greater Manchester's priorities.

It was reported that the many other LEP chairs shared this concern and that LEP Network had written on behalf of all LEP chairs to request a meeting with the Secretary of State.

RESOLVED:/

That the report be noted.

GM LEP/19/50 INTERNATIONALISATION STRATEGY REFRESH

Iwan Griffiths introduced the report to the Board which proposes an approach to refreshing the existing GM Internationalisation Strategy. It was reported that the

GMCA and GM LEP agreed the initial three-year internationalisation strategy in September 2017 with a refresh after 18 months. It was highlighted that there has been considerable progress since then with significant developments in the local, national and international context.

It was agreed that the fundamental priorities of the strategy are still fit for purpose although there is a need to reflect the priorities of the Local Industrial Strategy and the city region's key assets and opportunities.

This includes working with key partners with an international profile such as the universities, the Airport and sports clubs but also developing international partnerships to capitalise on Greater Manchester's strengths.

As well as looking at areas of strength, the refresh should also explore how international partnerships could help support those areas the city region is looking to improve.

The Board noted the progress being made with the NP11 group and the Department for International Trade in developing an approach to boost Northern trade and investment. There may also be an opportunity to engage more closely with the Foreign and Commonwealth office and their ambassador teams.

Action: Mark Hughes to share Trade and Investment prospectus

The Board agreed that the strategy should proceed as planned whilst taking into account the need for flexibility to respond to the dynamic and fast moving environment.

RESOLVED:/

That the report be noted.

GM LEP/19/50 BREXIT UPDATE

John Holden, Assistant Director for Policy and Research GMCA introduced the report summarising the steps being taken to prepare the city region for Brexit with a focus on business support.

The Board noted the Government's Be Ready Campaign and discussed the possibility of a No Deal Brexit. GMCA is considering how best to support residents and businesses particularly in terms of information, advice and guidance. Officers are currently working with Government on tailoring Brexit preparedness messages for Greater Manchester.

The Board discussed a number of potential issues including 'day one' issues arising as we leave the EU together with longer term consequences. These were particularly relevant for smaller businesses that may not have the resources to make fast paced changes.

Members noted that Greater Manchester's robust partnership arrangements would provide a strong foundation to a Brexit response including a holistic communications strategy including both top down and peer to peer approaches.

The will help maintain business confidence in the City Region with any communications strategy reflecting the principles of the Local Industrial Strategy emphasising Greater Manchester as a strong, capable place of opportunity.

Action: John Wrathmell to circulate briefing on GM's key priority messaging

RESOLVED:/

That LEP Members note the activity underway to prepare Greater Manchester for Brexit.

PERFORMANCE AND DELIVERY

GM LEP/19/50 LGF UPDATE

Gemma Marsh, Assistant Director Skills, GMCA introduced the item to the Board, providing an update on the Local Growth Fund (LGF) programme delivery for the Board's comment and approval.

The 2019/20 LGF delivery plan was reviewed and approved by the LEP board in May 2019. A further update on LGF delivery for the whole programme was agreed to be given every 6 months.

The Board welcomed the progress on LGF delivery along with the activity to drive investment into Greater Manchester. This was illustrated by the overall programme outcomes and case studies demonstrating real impact.

Members noted that there is an opportunity to articulate this information and share these positive messages more widely.

RESOLVED:/

That the contents of the presentation and attached appendix table detailing projects be noted.

GOVERNANCE

GM LEP/19/50 LEP GOVERNANCE UPDATE

John Holden, Assistant Director Research and Strategy GMCA introduced the report which set out a proposal for Board Members to adopt thematic portfolios to drive delivery of the Local Industrial Strategy along with an approach to recruit a new LEP Chair given the current Chair's term of office expires in March 2020.

In line with national guidance set out in the 2018 LEP Review, and advice received from Government officials, an open recruitment process is proposed supported by independent recruitment consultants. This will be a similar to the approach taken previously when recruiting new private sector LEP members.

The Board commented that the potential Chairs should demonstrate significant placed based knowledge of Greater Manchester and that it would be crucial to capture the current chair's knowledge and experience.

RESOLVED:/

- i. That the report be noted
- ii. That the proposed member portfolios be agreed
- iii. That the procurement of consultants to support the Chair recruitment with the funding to be taken from existing LEP capacity funds be approved

GM LEP/19/51 FEEDBACK FROM OTHER BOARDS

There was no significant feedback to submit at this time.

GM LEP/19/52 FUTURE MEETINGS

Monday 11 November 2019.

GM LEP/19/53 GM LEP AGM:

No public questions received.

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**GREATER MANCHESTER
LOCAL ENTERPRISE PARTNERSHIP**

Date: 11th November 2019

Subject: Greater Manchester Strategy Implementation Plan and Performance Update

Report of: Mike Blackburn, Chair GM Local Enterprise Partnership

PURPOSE OF REPORT

To provide the latest six monthly update of the Greater Manchester Strategy (GMS) implementation plan and performance dashboards. The update provides progress against the agreed delivery milestones and ambitions, and updates the outcome measures for each of the GMS priorities. The updated plan also provides new delivery milestones for the next nine months.

RECOMMENDATIONS:

LEP Members are asked to:

- Note and agree the updated GMS Implementation Plan and Performance Dashboard (Annexed);
- Consider overall progress towards the achievement of the GMS 2020 ambitions and targets.

CONTACT OFFICERS:

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John Holden, Assistant Director, Research & Strategy, GMCA
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1. INTRODUCTION

- 1.1. The 2017 Greater Manchester Strategy (GMS) sets out a commitment to publish an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, the GMCA agreed a two-year Implementation Plan with the inclusion of ambitions to be achieved by 2020, and delivery milestones. This Implementation Plan:
- is based around a small number of prioritised actions, and not a 'catch all' list of all the actions underway in a particular area;
 - is focused on those actions which are 'transformational' in that, when delivered, they will move GM significantly towards achieving its ambitions;
 - is focused on those actions which require the whole 'GM-system' to get behind to deliver the outcomes we are seeking; and
 - sets out clear, measureable, milestones towards the completion of the actions to allow Members to determine whether we are on-track to achieve the action within the 2020 timescale.
- 1.2. The GMS Performance Dashboard has been developed to sit alongside the Implementation Plan, to provide a better understanding of performance in the round. The performance dashboard metrics help us to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes we are seeking to track.
- 1.3. The GMS performance dashboards are now available in Tableau, a web-based analytical and data visualisation tool. Tableau provides the functionality for the GMS datasets to be disaggregated and interrogated, including enabling users to view locality-specific versions of the dashboards. It is recommended the dashboards are viewed online¹, as they provide more detailed information than the screenshots in this report. The online version will publish updated data as it becomes available. Since the last GMS performance update, further work has been undertaken to finalise the content of the dashboards, and to incorporate full functionality (including the locality views) across all ten GMS priorities.
- 1.4. The Implementation Plan update provides a progress update against the agreed delivery milestones for April 2019 to Sep 2019; RAG ratings based on current assessment on progress and the likelihood of the action being delivered by 2020; and, updated milestones for delivery for the coming nine months (to June 2020, with the additional three months delivery to accommodate the GMS refresh timescale with no unnecessary delays or pause in delivery).
- 1.5. The Implementation Plan actions respond to challenges highlighted in the performance dashboard. However, it should be noted that read across between the actions and the dashboard performance ratings is not necessarily direct, given the lag in reporting for some of the data, the time taken for activity to translate into outcomes, and the wider causal factors at work.

¹ The GMS online performance dashboard is available [here](#).

1.6. As work starts on the refresh of the GMS and accompanying implementation plan and performance dashboards, lessons learnt and areas for improvement will be taken into account to shape the future reporting of the new GMS to ensure, as far as possible, the activity delivered across GM is better captured by the performance updates and reflects the progress being made.

2. GREATER MANCHESTER STRATEGY PERFORMANCE

2.1 As shown in the full Implementation Plan update (Annexed), good progress is being made in the delivery activities under each of the GMS priorities. For some areas however, the current assessment of achieving the 2020 ambition statements has been rated red or amber, with an explanation as to why these activities are deemed to be off-track and achievement of the ambitions by 2020 may not be met. It should be noted in the Annex, a number of the datasets have not had any updates since the last time the report was produced. The Annex notes where data has/has not been up updated.

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

2.3 The LEP may wish to provide comment on the whole plan but the priorities of particular interest are:

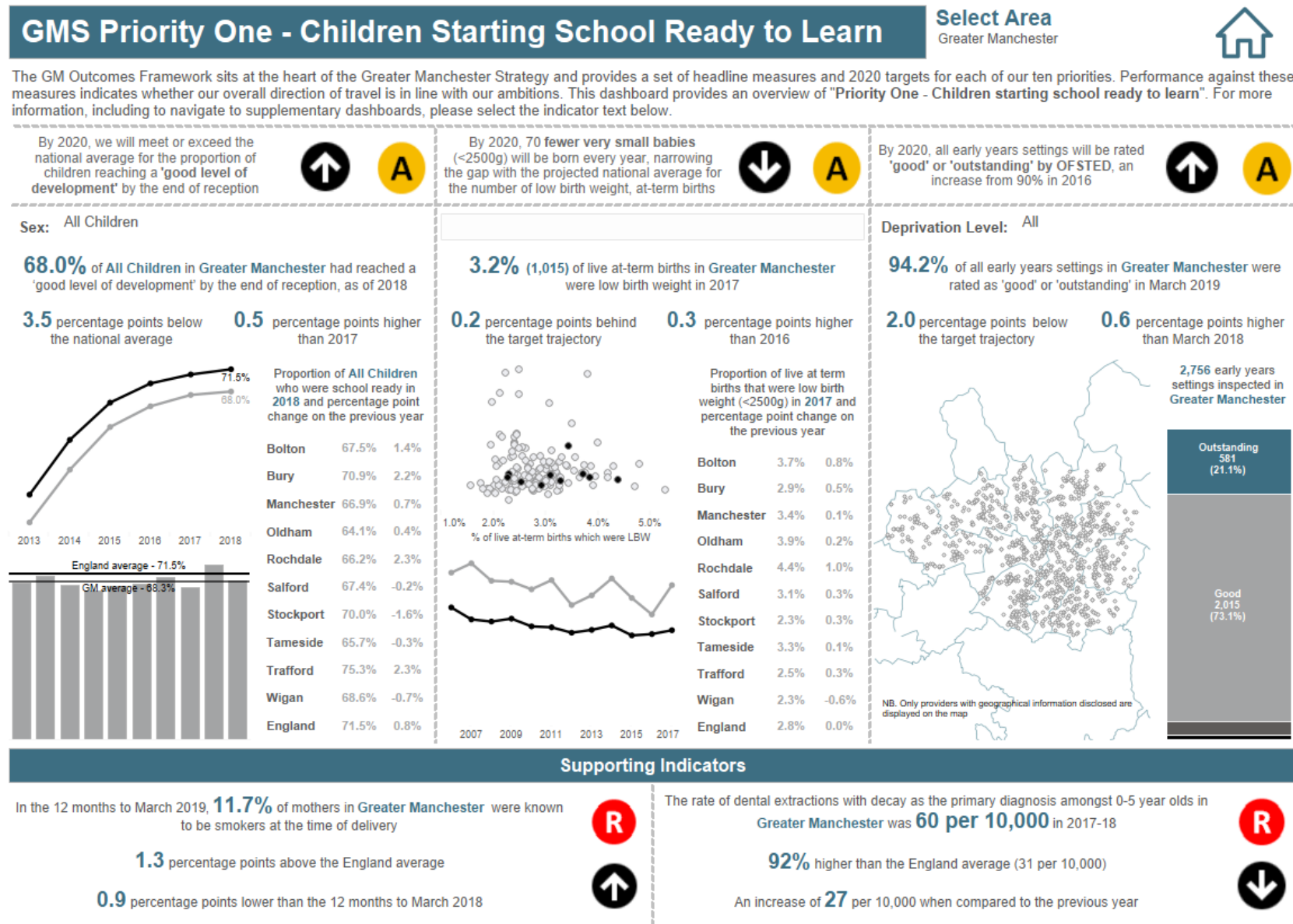
Priority 3 – Good jobs, with opportunities for people to progress and develop
Priority 4 - Support growth in the regional centre, town centres and strategic employment sites

3. RECOMMENDATIONS

3.1 Recommendations appear at the front of this report.

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Priority 1 (Children starting school ready to learn)

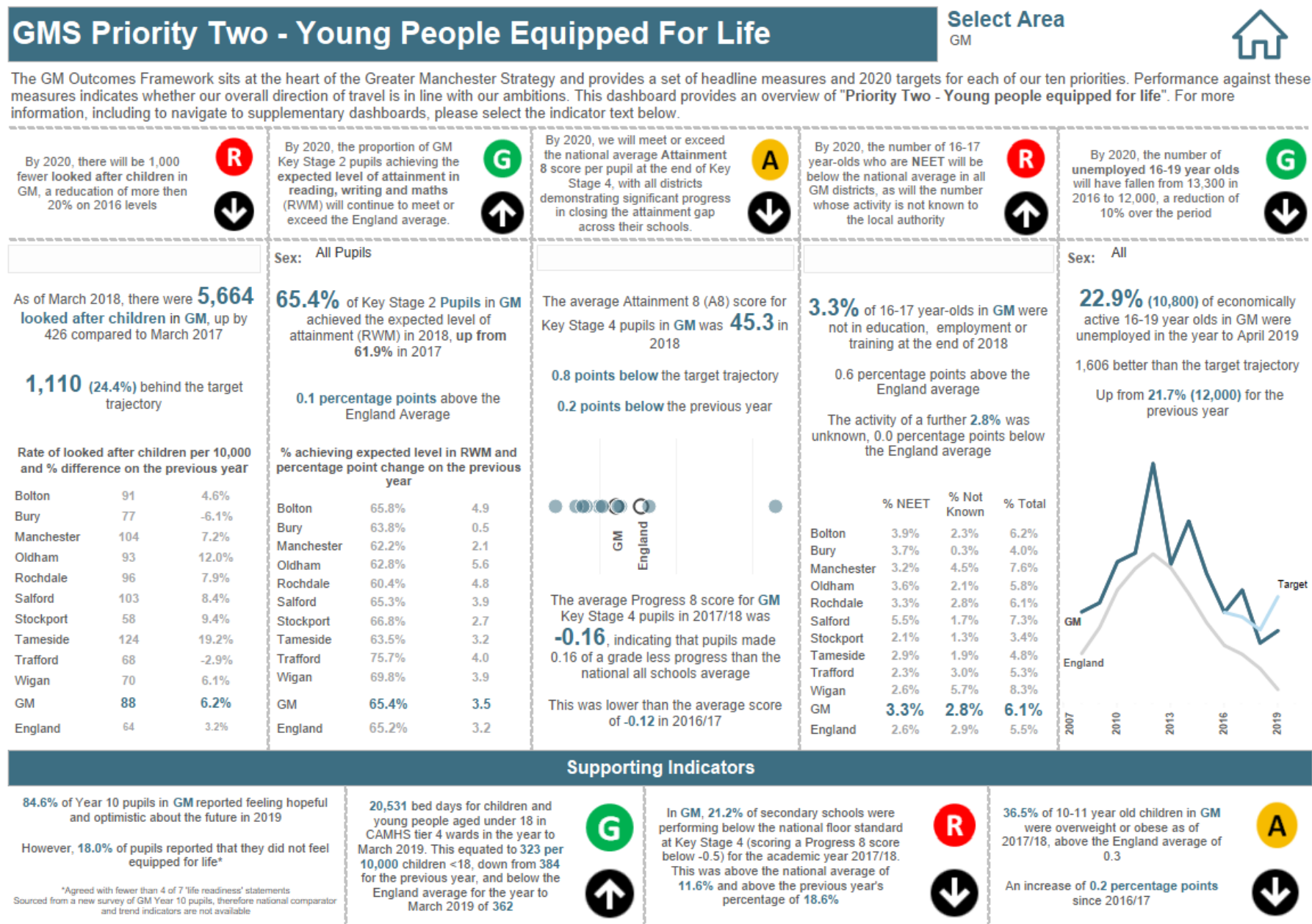


Context and challenges

- Since the April 2019 Performance Report, new data have become available on three of the Priority 1 measures: the proportion of early years settings rated 'good' or 'outstanding'; the proportion of mothers who were smokers at the time of delivery; and the number of 0-4 year olds having dental extractions with decay as the primary diagnosis.
- The quality of GM early years settings has continued to improve, with only 5.8% not achieving a 'good' or 'outstanding' rating in the March 2019 data. Whilst the improvement has been significant, the 2020 aspiration for all settings to achieve this level is ambitious, and we have fallen further behind the target trajectory since the previous position was reported in April 2019. This measure also highlights variance by place: 89.5% of early years settings in GM's most deprived neighbourhoods (the bottom quintile on the Index of Multiple Deprivation) were rated 'good' or 'outstanding', compared to 96.4% in the least deprived areas (the top quintile). Similar variance is demonstrated in the 'good level of development' indicator, a key measure of school readiness; as with many of the indicators throughout the GMS dashboard, there is a clear correlation between poor outcomes and deprivation.
- The proportion of GM mothers who were smokers at the time of delivery (SATOD) has reduced at a faster rate than any other NHS commissioning region in England, down by 0.9 percentage points in the current data compared to the previous year. The red RAG rating reflects the gap with the England average, although this has narrowed over the same period from 1.8 to 1.1 percentage points. The latest data provide the first full year of SATOD reporting with which to make an early assessment of the effectiveness of the GM *Smoking in Pregnancy* programme, implemented in three phases from March 2018, with full roll-out across all GM localities from summer 2019. It is plausible to claim some causality between programme activities and the significant improvement demonstrated in the data.
- The rate of dental extractions with decay as the primary diagnosis amongst 0-5 year olds in GM increased significantly between 2016-17 and 2017-18, and now stands at nearly double the England average. There are a number of explanatory factors: more extractions were commissioned in 2017/18 to reduce waiting lists built up in the previous year where capacity could not meet demand; initiatives promoting child dental attendance may have contributed to more children being identified with decayed teeth and referred for extractions. The GM oral health programme commenced in 2017-18; whilst impact on the 2017-18 data would not be expected, the 2018-19 release will provide the opportunity to assess early impact.
- Improved early years outcomes are a fundamental foundation for achieving our ambitions across the GMS priorities, and we are engaging with schools to support them to become leaders in early years. A GM Early Years Workforce Academy is in development, with the aim of rolling out a consistent, high quality workforce development approach to place-based teams and early years setting; along with wider activity, including work with schools to encourage whole-system early years leadership, this should contribute to improved outcomes across the set of indicators over the longer-term.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
1.1 Develop a single consistent and high quality workforce development programme and roll out to place-based teams and early years settings		<ul style="list-style-type: none"> Early Years academy and workforce strategy developed in detail. Academy prospectus drafted and investment opportunities explored 	<ul style="list-style-type: none"> Early Years workforce academy prospectus, outlining aims and ambition, published and socialised across Early Years system Match funding requirements identified and engagement with potential funders underway 	<ul style="list-style-type: none"> Academy director recruited, academy model developed and launched. Core programme developed for delivery from September 2020
		<ul style="list-style-type: none"> Task and Finish group established to oversee detailed development of the Early Years Workforce Academy 	<ul style="list-style-type: none"> Steering group membership agreed with representation from academic partners and Early Years system 	<ul style="list-style-type: none"> Steering group to provide ongoing leadership of academy design and implementation and provide professional and academic oversight.
		<ul style="list-style-type: none"> DfE Early Outcomes Fund accelerates GM's progress towards a mature system for integrated leadership and workforce in Speech, Language and Communication pathway, creating early model for Early Years Workforce Academy 	<ul style="list-style-type: none"> Early outcomes fund project delivery underway Plans for workforce skills audit in place MMU appointed to develop and deliver system leadership component 	<ul style="list-style-type: none"> Workforce skills audit undertaken to inform design of an integrated workforce offer in relation to speech, language and communication, including a system leadership component. Development offer designed and incorporated into Early Years workforce academy programme
		<ul style="list-style-type: none"> As part of wider School readiness and Early Years agenda, specific asks of workforce development identified. Submission as part of spending review process 	<ul style="list-style-type: none"> Future of asks of government identified. To be considered as part of ongoing dialogue with government 	<ul style="list-style-type: none"> Development of specific proposal to identify next steps
1.2 Develop and roll out a digital Early Years Record across GM		<ul style="list-style-type: none"> Early Years Digital Solution procured and live in first early adopter site 	<ul style="list-style-type: none"> Solution procured and solution design "Sprints" underway with front line teams. Go live expected in January in Bury. 	<ul style="list-style-type: none"> Early Years Digital Solution live in 3 early adopter sites and next set of sites in progress
		<ul style="list-style-type: none"> Project Manager in post 	<ul style="list-style-type: none"> Several key posts now in place including project, technical, communications and change management roles. 	<ul style="list-style-type: none"> Capacity in place to support adoption and effective use across GM
		<ul style="list-style-type: none"> Understanding appetite for wider adoption completed across GM, supporting work underway 	<ul style="list-style-type: none"> Engagement with all areas in progress both directly and via the School Readiness Programme Board and Early Years Digitisation Task & Finish Group. 	<ul style="list-style-type: none"> Subject to demand by districts, further adoption underway
1.3 Deliver a programme of engagement with schools to support them to become leaders in early years		<ul style="list-style-type: none"> Refining and understanding support requirements to embed. Providing infrastructure support 	<ul style="list-style-type: none"> Engagement through GM Learning Partnership to support development of model for schools as systems leaders. Ongoing work with GM maintained nurseries group to develop offer to EY settings Mapping of best practice projects and expertise within GM nurseries 	<ul style="list-style-type: none"> Piloting and evaluating a model for schools and nurseries as systems leaders
		<ul style="list-style-type: none"> Host a thematic focus on schools and education at Reform Board view to developing wider actions in this area 	<ul style="list-style-type: none"> June reform Board update included discussion on role of schools in supporting school readiness agenda. Closer working with GMLP will support this. Milestone complete 	
1.4 Develop and implement integrated support services for families with more complex needs	Complexity of early years stakeholder system and need to align with wider	<ul style="list-style-type: none"> Delivery of locality priority plans. GMCA policy team to support collaboration, sharing of best practice 	<ul style="list-style-type: none"> Refreshed working group in place to lead development of GM minimum 	<ul style="list-style-type: none"> Development and sign off of GM minimum standards

	work in this area has impacted on delivery.	and ensuring efficient and effective delivery across GM.	standards for complex needs pathways of support. • Project support in place.	
1.5 Develop and roll out a consistent high quality antenatal care package across GM		• Based on evaluation findings, identify next steps and requirements for GM wide roll out	• Working group established with work plan scoped. • Review of Salford pilot undertaken to inform planning •	• GM minimum specification co-designed and agreed • Embed in locality commissioning plans
		• Identify clinical lead and women's and fathers voice, and project support	• Appropriate clinical leadership identified through strategic clinical network. • Engagement approach to embed voice of mothers and fathers identified. • Project support identified through GMCA school readiness team	• Effective co-design of GM minimum specification for universal and targeted antenatal parenting support that meets needs of expectant parents.
		• Baseline current antenatal education training offer in all GM maternity providers, and identify national and local good practice	• Engagement with midwifery system underway to establish baseline	• National and local best practice used to inform development of core offer in GM early years workforce academy
		• Engage commissioners in work at early stage regarding contracting and resources for antenatal education	• Commissioning representation on school readiness board strengthened to support this	• GM minimum specifications for new early years pathways costed and commissioning implications identified
1.6 Ensure access to high quality speech, language and communication support to all children who need it		• DfE funding will accelerate the pace and scale of implementation of the current Speech, Language and Communication Pathway across GM	• DfE funded GM Pathways to Talking project underway • Localities stocktake of pathway delivery completed • GM and locality activity identified to accelerate pace and scale of pathway implementation	• Full implementation of GM Speech, Language and Communication Pathway. • Further pathway development informed by MMU evaluation of DfE funded project
		• Options for rolling out Phase 2 of BIT collaboration to be explored, which will see the team piloting, expanding and evaluating a new approach to supporting parents of children with mild to moderate language delays	• Specification for phase 2 work agreed. Project will evaluate parental engagement with new digital platforms, including BBC Tiny Happy People website	• Phase 2 of BIT collaboration project completed and evaluated • Soft launch of BBC Tiny Happy People across GM to provide speech, language and communication resources for parents and professionals • Delivery of GM key messages campaign for speech, language and communication
1.7 Support all early years providers to be good or outstanding	Changes to Ofsted inspection framework for 19/20 impacted on development of proposition	• Through wider work on spending review submission, develop clearer proposition for joint working with Ofsted for improving quality of GM providers	• Engagement with Ofsted through GM Early Education Leads Group to identify challenges and opportunities for closer working	• GM mapping of provider Ofsted ratings, market stability issues and take up of funded Early Years provision to inform development of GM and locality sector support offer



Context and challenges

- New data have become available on three of the Priority 2 indicators since the April 2019 Performance Report: the number of 16-17 year-olds who are NEET (not in education, employment or training); 16-19 year old unemployment; and Child and Adolescent Mental Health Services (CAMHS) Tier 4 bed days.
- Performance remains behind the anticipated target position on the proportion of 16-17 year olds who are NEET, (3,730 as of 2018 including "not known"), although the 2018 data show slight improvement compared to the previous year. GM has higher levels of NEET 16-17 year olds than England as a whole, but is comparable on the proportion of 16-17 year olds who are 'not known' to local authorities. There is considerable variance by locality, with NEET rates in Stockport, Trafford and Wigan that are comparable to or lower (i.e. better) than the England average, and seven localities with not known rates that are below the national position. The Implementation Plan update highlights a range of activity focused on reducing the NEET population, including a new ESF-funded contract and a forthcoming Prince's Trust programme. Wider targeted work with vulnerable young people will target potential 'pre-NEETs', and should impact positively on future performance against this metric.
- The data on youth unemployment are volatile, with considerable variance from year to year. The currently reported position is rated 'green', because it remains ahead of the anticipated target trajectory; however, nearly one in four (23%) of economically-active 16-19 year olds in GM were unemployed in the year to June 2019, significantly above levels for England as a whole (17%). Reducing youth unemployment is a key priority for GM: as at September 2019, 166 schools and colleges were engaged with the Bridge GM careers portal, and nearly 2,000 businesses were supporting Bridge GM activity; 166 Enterprise Advisers had been recruited and were working directly with GM schools and colleges.
- We are continuing to make good progress in reducing the number of Tier 4 bed days for children and young people with mental health disorders, with the March 2019 data showing a further reduction compared to the previous year, and rates that are well below the England average. Whilst this might be driven by cuts in provision rather than successful demand management, related indicators confirm that this is not the case: in May 2019, 46% of GM children and young people with a diagnosable mental health condition were receiving treatment (two or more contacts) from an NHS-funded community mental health service; on this measure, GM was the second highest performing Sustainability and Transformation Partnership (STP) of 41 nationally, with eight of the ten GM localities above the 34% national target for 2019/20. The range of activity looking to support the mental health and wellbeing of GM's young people includes the mentally healthy schools pilot, currently entering Phase 3 of delivery, and implementation of the crisis care pathway.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
2.1 Put in place a flexible yet consistent approach to the commissioning of Children's and Young People's services embedded across GM; ensuring more young people get the right support at the right time		• Safe zone procurement process to be completed	• Phase 1 opened August 2019, delayed due to recruitment	• Phase 2 opening October 2019 (2 further sites and extending hours 8am – 8pm 7 days)
		• Full deployment of all mental health provision across all schools and colleges	• Greater Manchester Mental Health NHS successfully appointed as service provider and Service specification complete. Milestone complete	
		• Delivery of phase 2 Mentally Healthy Schools Programme	• Service go live assessment – July 2019 • Service promotion begins – July 2019 • Service Launch – September 2019	• Discuss future intake process with NHS England • Mentally Healthy Schools Phase 3 • Evaluation
		• Evaluation by Child Outcomes Research Consortium (CORC)	• Evaluation – supported by CORC to plan focus groups / reporting structures etc took place. Milestone complete	
		• CAMHS support fully mobilised	• GM Assessment Centre Phase 2 July 2019	• GM Assessment Centre Phase 3 October 2019
2.2 Develop and implement GM model for enabling school improvement , including raising attainment of English, maths and digital		• Education & Employability Board to oversee delivery of agreed action plan	• Board has overseen work of a data group which have developed an attainment report for key stage 2 and 4. A data sharing agreement is in place • Board has undertaken activity on maths and learning triads (report due and event to be held)	• Education & Employability Board to oversee continued delivery of action plan and review performance
		• Continued engagement with an aim to meet all 8 Gatsby benchmarks	• Worked with 166 schools and colleges. Matched all with enterprise adviser. Recruited further 2 enterprise coordinators to engage with further 34 schools & colleges. Extended reach into business via connections with High Sheriff	• Begin delivery of accelerated model. All schools and colleges worked with to achieve 90% of Gatsby benchmark implementation (including 30% of schools and colleges achieving 100%)
		• Delivery of Strengthening maths teaching & Strategic masterclasses	• Prospectus and project outline has been produced • Steering group has been set up. Membership includes NW lead for maths hubs and GM LA lead to ensure coordinated approach to activities across GM • Initial analysis of the outcomes of 2019 results undertaken to inform strategy for the coming year. • pilot and potential scale up across GM • School Improvement Peer Review taking place – 9 out of 10 reviews have taken place	• Evaluation of peer reviews of school improvement systems across each of the ten local area • Evaluation of Raising achievement of all learners pilot and potential scale up across GM
		• Recruitment completed for full time post to manage wider digital skills strategy	• Recruitment unsuccessful, revised approach adopted. Further activity around this agenda included at 3.2	
2.3 Develop and embed Curriculum for Life (CfL) from primary to post 16; that encompasses universal support and a more targeted offer for those that need it		• Curriculum for Life to form part of the UCAS Career portal	• Commissioned and started to build the Careers Portal, Curriculum for Life included as part of this. Enterprise advisors involved	• Extend reach of Curriculum for Life – including further engagement of Youth Combined Authority

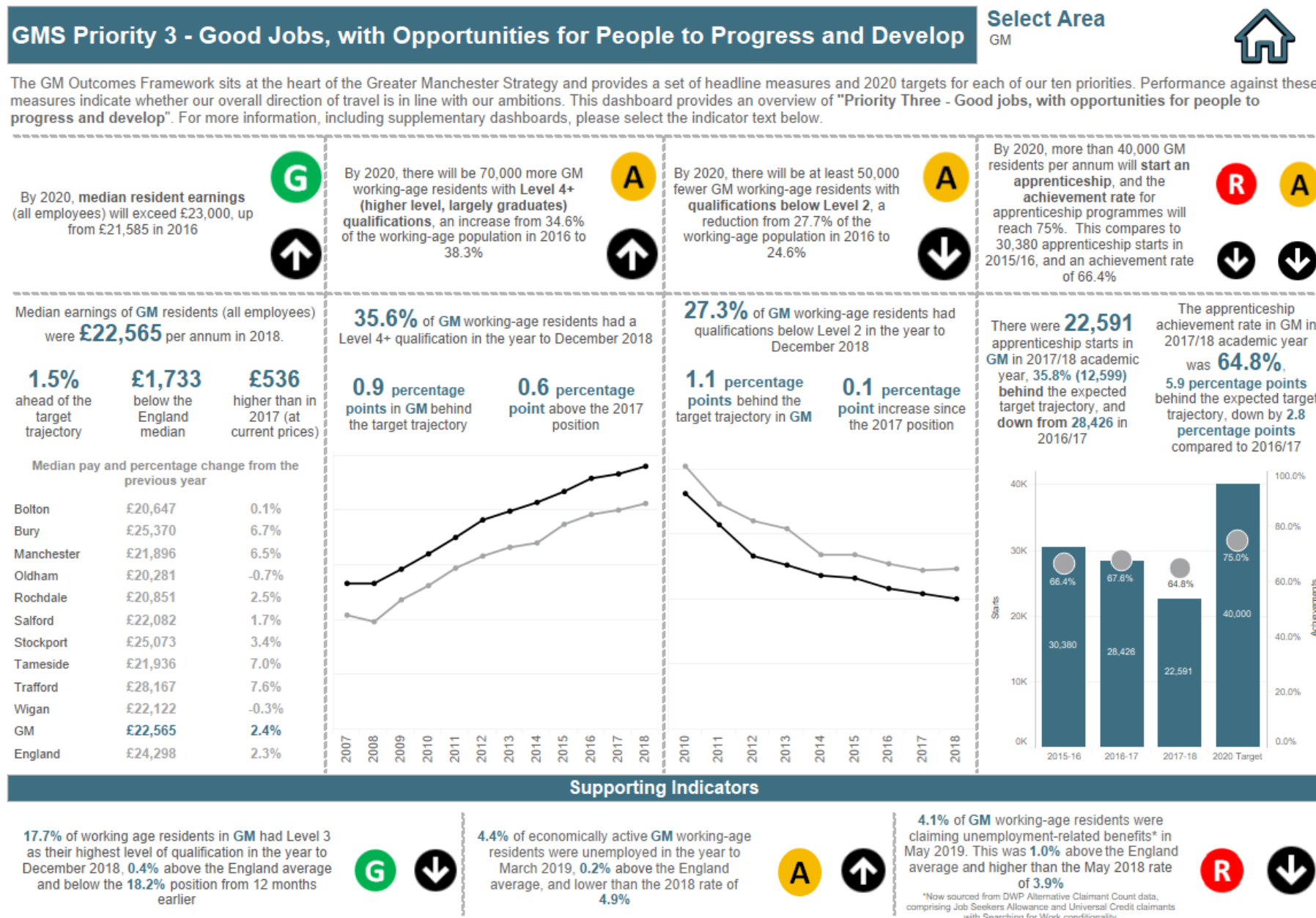
<p>2.4 Develop and implement a Young Person's Careers Portal and ensure that all young people have at least one high quality engagement with an employer to give clear line of sight to the employment opportunities that GM offers</p>		<ul style="list-style-type: none"> Careers Portal contract awarded, minimum viable product live 200 schools / colleges engaged in Bridge GM, dependent on funding from CEC 55% of 36 schools engaged will fully achieve Gatsby benchmark 5 and 50% will fully achieve benchmark 6 	<ul style="list-style-type: none"> Contract awarded. Portal will be live in Autumn 166 schools / colleges engaged. Increased capacity to deliver max of 200 schools / colleges. 64% of 36 schools engaged have fully achieved Gatsby benchmark 5 and 50% have fully achieved benchmark 6 	<ul style="list-style-type: none"> Continued build of website, first phase roll out of pilot with stakeholders 200 schools / colleges engaged in Bridge GM, dependent on funding from CEC 75% of 36 schools will fully achieve Gatsby benchmark 5 and 70% will fully achieve benchmark 6
<p>2.5 Significantly improve GM's technical education offer, with high quality apprenticeships and T-level qualifications; working with the business and skills sector to ensure people gain the skills, knowledge and experience that employers need</p>	<p>Planned activity is on track and is delivering to agreed milestones, however a fundamental aspect of achievement of this priority requires national roll out of T Levels, due 2020</p>	<ul style="list-style-type: none"> Oversee implementation of refreshed work & skills action plan in line with LIS Industry placement working group to develop best practice for all colleges to benefit from Employer led CPD offer for colleges Design programme with Oldham College on pathways / occupational maps Activity continues to support at least 500 apprenticeship starts. Match making service designed with commitment from 2 large employers to transfer levy to SMEs across GM Review Traineeship and other pre-apprenticeship programme activity across GM Work with providers and public sector partner to ensure social and added value are embedded in all apprenticeship programmes. Further 4 collaborative programmes launched Design and pilot apprentice shadowing programme Continue to deliver employer engagement CPD programme, ensuring high quality, impartial advice to business 	<ul style="list-style-type: none"> LIS strategic partnership developed with DWP and DfE proposal to be developed and submitted to Secretary of State Working group has been established. Number of activities around industrial placement in place and being led by GMCA CPD activity delivered around T level implementation Project is now live and delivering Match making service launched August 2019, first transfers have taken place. 6 large employers signed up to scheme. Draft review and analysis of current provision has been produced (July 2019) All public sector apprenticeship providers delivering social and added value commitments Progress has been slow due to capacity and funding constraints CPD programme underway with 6 courses delivered to date, approx. 100 people. 	<ul style="list-style-type: none"> Action plan in place with DWP and DfE sign off, implementation underway GMCA/ National Apprenticeship Service /College approach to developing a conversation with businesses around Industry Placements Agreed GM collaborative approach in place for industry placements 9 month CPD plan delivered, building in Association of Colleges & Education and Training Foundation activities, to support colleges to deliver T levels Implement programme on pathways/ occupational maps through Oldham schools Activity continues to support at least 500 apprenticeship starts. More employers on board, maximising levy spend in GM. Focused sector based campaigns to raise awareness of service. Following review, develop plan to meet requirements and begin implementation Based on findings of review, design and implemented pre-apprenticeship pathway pilots Ongoing work with public sector apprenticeship providers to enhance social and added value commitments, and develop opportunities for wider embedding Pilot apprentice shadowing project in all districts, with learning being shared. Further roll out of apprenticeship shadowing programme Continue to deliver employer engagement CPD programme, ensuring high quality, impartial advice to business - Programme completed and toolkit produced.
<p>2.6 Design and deliver a consistent offer for care leavers across GM</p>		<ul style="list-style-type: none"> Design and development of care leavers offer 	<ul style="list-style-type: none"> Standards for working with suppliers signed off 	<ul style="list-style-type: none"> Implementation of care leavers offer

		<ul style="list-style-type: none"> Enhanced Fostering Spec produced and consultation closed, business case drafted 		
		<ul style="list-style-type: none"> Specification for a review of health services for Looked After Children by GMHSCP 	<ul style="list-style-type: none"> New model for working with residential providers drafted 	<ul style="list-style-type: none"> Roll out of implementation of review of health services for Looked After Children
		<ul style="list-style-type: none"> Review and report of the strategic commissioning resource and capacity in children's services 	<ul style="list-style-type: none"> Paper on fostering sufficiency and placement brokerage Children's Board – went to CA and funding awarded New model for working with local provision developed Enhanced fostering models trialled and new procurement developed 	<ul style="list-style-type: none"> Recruitment of roles completed for key roles to support implementation. Implementation of new model of working with local providers Award and launch of enhanced fostering purchase
		<ul style="list-style-type: none"> Care Leavers Executive Board to be established, meeting monthly, to report in to a quarterly Care Leavers Trust Board 	<ul style="list-style-type: none"> Care Leavers Trust Board established, met 5th August 	<ul style="list-style-type: none"> Marketing strategy developed and implemented
		<ul style="list-style-type: none"> The GM Covenant and Guarantee launch 	<ul style="list-style-type: none"> Progressed commitments in GM Covenant, around transport, health prescriptions and housing offer. 	<ul style="list-style-type: none"> November 2019 – launch of Covenant and Guarantee
2.7 Embed early intervention and preventative services in place based teams across GM		<ul style="list-style-type: none"> Continued investment of Troubled Families funding to support early intervention in place based teams 	<ul style="list-style-type: none"> Government has agreed to 1 year roll over of funding. GM investment plans being refreshed to reflect additional funding. Further allocations will be managed through Reform Investment Fund panel with recommendations to GMCA in early 2020 	<ul style="list-style-type: none"> Continued investment of Troubled Families funding. Established a community of practice around early intervention prevention as part of GM children's programme Refreshed investment plans including additional funding following announcement of one year rollover of Troubled Families Programme Establish CoP
		<ul style="list-style-type: none"> Elements of NEET Strategic plans will be taken forward by ESF and Princes Trust provision 	<ul style="list-style-type: none"> ESF slow to start and reach young people in localities. Delay in Prince's Trust sign off by treasury delivery to begin soon. 	<ul style="list-style-type: none"> Continuation of NEET strategic plans will be taken forward by ESF investments and Princes Trust provision
		<ul style="list-style-type: none"> Undertake review of data visualisation pilot, next steps and data life cycle management in this area 	<ul style="list-style-type: none"> Live in Bury on trial basis using system developed by Manchester EY risk strategy work across Stockport, Manchester and Wigan with links to universities Developing plans to scale 	<ul style="list-style-type: none"> Subject to review, next steps for data visualisation pilot identified
2.8 Develop a targeted offer for young people who require the support of multiple services , ensuring that all individuals are supported to achieve their potential, including those at risk of NEET, NEET and those hidden young people	Delays in Government sign off have meant some activity is starting later than scheduled	<ul style="list-style-type: none"> Delivery of targeted implementation work for vulnerable young people through ESF, Princes Trust and Bridge GM 	<ul style="list-style-type: none"> New ESF NEET contract (managed by ESFA) started in April 2019. Due to delays in HMT / DfE sign off the Princes Trust NEET activity will now start in January 2020. Bridge GM supporting 200 secondary schools and colleges 	<ul style="list-style-type: none"> Enhance the Curriculum for Life work into pilot education establishments Develop the Curriculum for Life framework Implementation of Prince's Trust programmes to reach 6000 young people
		<ul style="list-style-type: none"> Careers and Participation working group to develop an approach to 18+ and tracking 	<ul style="list-style-type: none"> The priorities for this group are still to be defined. Much of the focus has been on Prince's Trust and ESF delivery. The group now has an LA Chair and priorities to be agreed at the next meeting which will include tracking 	<ul style="list-style-type: none"> Review of priorities and establish working groups against these priorities
		<ul style="list-style-type: none"> Design flexible apprenticeship approach for learners with learning difficulties or disabilities with key 	<ul style="list-style-type: none"> Flexible approaches promoted across public sector, and pilot in development for young people with autism 	<ul style="list-style-type: none"> Opportunities for further pilots identified and project activity underway

		partners for a pilot cohort across GM		
		<ul style="list-style-type: none"> UCAS style system ITT completed May 2019; first MPV Sep 2019 	<ul style="list-style-type: none"> MPV on track for September with further development scope now agreed to December '19 	<ul style="list-style-type: none"> Continued development of the UCAS Style Portal over a phased period of three years
		<ul style="list-style-type: none"> Continued joint working with JCP to ensure ongoing alignment with provision 	<ul style="list-style-type: none"> Continued to work with JCP to ensure there is a simple message for schools and colleges in receipt of the offer 	<ul style="list-style-type: none"> Continued joint working with JCP
		<ul style="list-style-type: none"> ESF Big Lottery delivery continuing Motiv8 programme 	<ul style="list-style-type: none"> Motiv8 programme extension agreed until 2021/22 (increase of £1.5m ESF funding). This aligns with ESF Big Lottery extensions across the country. Starts and outcomes currently on profile. 	<ul style="list-style-type: none"> ESF Big Lottery delivery continuing Motiv8 programme.
		<ul style="list-style-type: none"> Hidden Talent project delivery underway 	<ul style="list-style-type: none"> Project started in April 2019. GMCA a key funder with Big Lottery – currently 112 young people on programme 	<ul style="list-style-type: none"> Hidden Talent project delivery ongoing – project ends March 2021

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



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Context and challenges

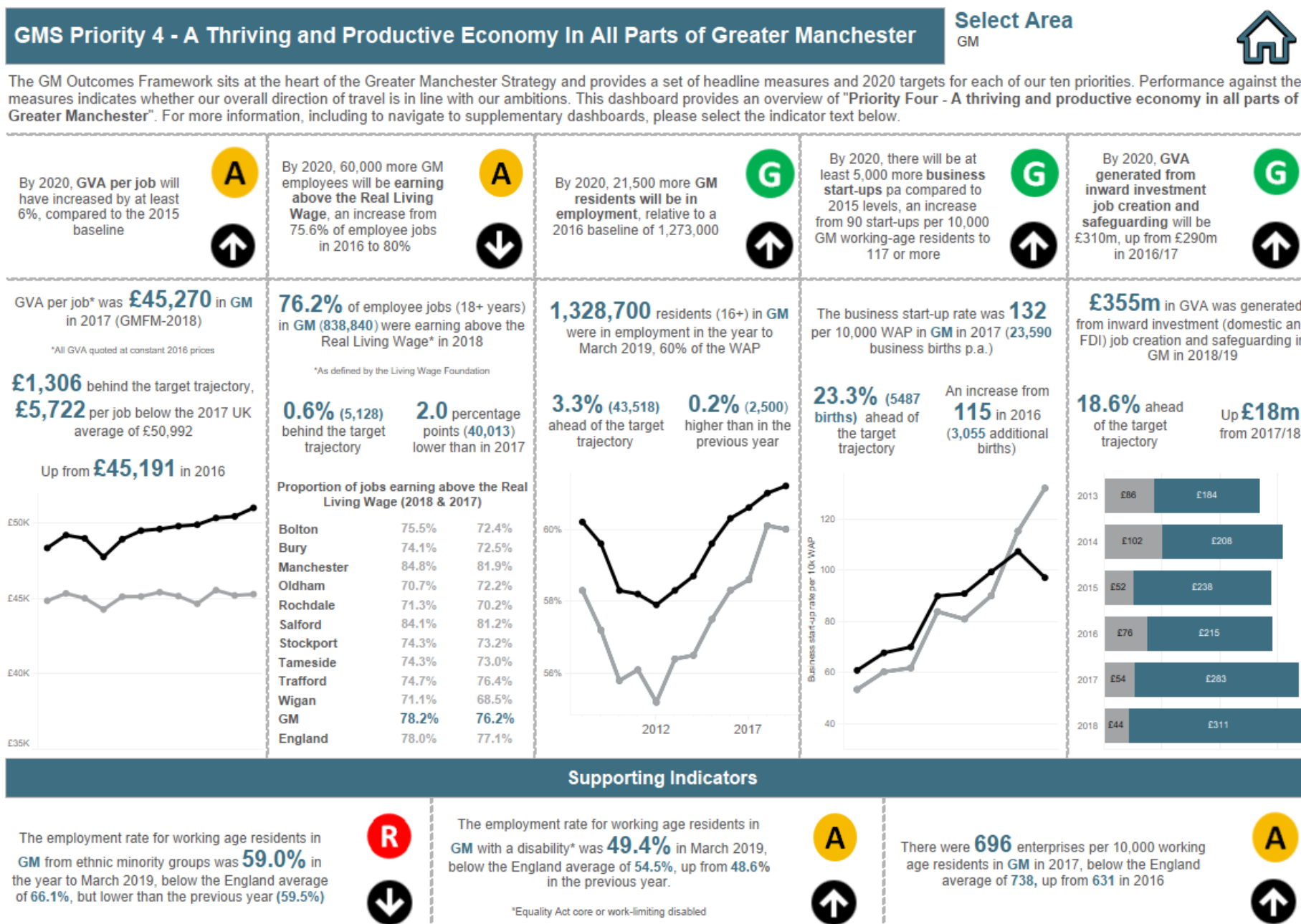
- Data on the majority of the Priority 3 indicators are released annually, and most of the latest updates were reported in the April 2019 Performance Report. The only measures for which new data are available for this report are two of the supporting indicators: unemployment rates, and claimant rates for unemployment-related benefits.
- There was a further reduction in the GM unemployment rate, although it remains slightly above the England average. However, the proportion of the GM working-age population claiming unemployment-related benefits increased slightly, and is significantly above the national position.
- The Implementation Plan update highlights a range of activity that should have a positive impact across the set of measures reported. The GM Work and Health Programme will support 23,000 unemployed GM residents over the 2018-2024 period, building on the preceding Working Well Pilot and Expansion, which worked with 5,000 and 20,000 people respectively. To date, some 5,000 clients across these three programmes have been supported into work; based on comparable client groups, job outcome rates for the Working Well Pilot and Expansion were around double those achieved by the national Work Programme. The GM Work and Health Programme is also performing strongly compared to Work and Health Programme contract areas elsewhere in the country.
- GM has now taken responsibility for commissioning the Adult Education Budget (AEB) locally, providing an opportunity to target provision towards the skills required by local employers and priority sectors, and to ensure that residents have the core skills needed to progress in learning and work. The GM Local Industrial Strategy has skills development at its centre, in recognition of the central role that an improved skills base will play in supporting our ambitions to increase productivity across the city-region.
- The annual data on apprenticeship starts and achievement rates have not updated for this version of the performance report.** However, quarterly data on the number of starts in GM for the year to April 2019 show an increase of 14% (to 22,661 starts) compared to the previous year, one percentage point higher than the increase for England as a whole. Although the number of achievements has declined over the same period, the reduction in GM (down by 19%) was significantly smaller than the reduction in the national average (down 34%). The data reflect uncertainty in the sector due to introduction of the levy and other reforms implemented since 2016, including challenges relating to new standards and end-point assessment. The Implementation Plan update outlines how GM is responding through a range of activity, including an SME apprenticeship programme, 'Levy Matchmaking Service' and support for apprenticeships in our priority sectors and occupations.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
3.1 Ensure quality jobs, quality provision and career progression are embedded as core outcomes of all skills and work contracts		<ul style="list-style-type: none"> Finalised version of AEB agreements launched for provision to begin Aug 2019 	<ul style="list-style-type: none"> All grant funding agreements and contract for services awarded Aug 2019, delivering activity for academic year 19/20. Social and added value include in contracts. Strategy & Partnership Managers in post to deliver in place. 	<ul style="list-style-type: none"> Work with grant providers to embed social value outcomes as part of grant funding agreements Implement focus groups with AEB providers to consider alternative outcome measure; test during 19/20
		<ul style="list-style-type: none"> Scoping work completed for development of new contract and performance monitoring system 	<ul style="list-style-type: none"> Reporting process for all skills and work contracts now developed. 	<ul style="list-style-type: none"> Report performance and measure impact of skills and work contracts on quality jobs, quality provision and career progression
		<ul style="list-style-type: none"> Continued delivery of Work & Health programme and ongoing assessment of performance of GM RLW Vs national performance of NLW 	<ul style="list-style-type: none"> GM's Work & Health Programme outperforming national contracts over rolling 3 and 12 month period, despite higher RLW outcome measure. 	<ul style="list-style-type: none"> Continued delivery of Work & Health programme and ongoing assessment of performance of GM RLW Vs national performance of NLW Continue to improve the overall performance of Working Health Programme.
3.2 Deliver a transformational digital skills programme		<ul style="list-style-type: none"> Delivery of Digital Talent Pipeline programme to schools and engagement of businesses ongoing. Performance will be included in this report going forward as delivery ramps up 	<ul style="list-style-type: none"> Delivery of GM Digital Skills well underway. 75 schools participating and 130 businesses supporting. 	<ul style="list-style-type: none"> Delivery of Digital Talent Pipeline programme to schools and engagement of businesses ongoing. Performance will be included in this report going forward as delivery ramps up. 150 schools, 250 businesses participating. Feb 2020 GM Digital Day
		<ul style="list-style-type: none"> DCMS digital skills funding round 1 application process and contracts awarded, delivery commences Sep 2019 	<ul style="list-style-type: none"> Digital Fasttrack Fund – round 1 closed, evaluation of bids underway 	<ul style="list-style-type: none"> Awarded Round 1 then begin round 2 application process and contracts awarded, delivery commences Jan 2020. All funded commitment and training courses completed
		<ul style="list-style-type: none"> Ongoing promotion to partners and delivery through GM digital skills programmes 	<ul style="list-style-type: none"> IDEA Digital Enterprise Award being delivered to young people via IDEA Bronze award. 5 GM LAs promoting to businesses and citizens, and promoted to public sector apprenticeships 	<ul style="list-style-type: none"> Ongoing promotion to partners and delivery through GM digital skills programmes
3.3 Work with the business community to increase investment in workforce development and inclusive recruitment , including the roll out of the GM Employer Charter		<ul style="list-style-type: none"> Disability Confident Events planned for Stockport and Tameside in July 19 	<ul style="list-style-type: none"> Cycle of Disability Confidence events scheduled across GM, utilising Social Value from Working Well contracts. 	<ul style="list-style-type: none"> Further dates Disability Confident Events TBC Schedule of further events developed Ongoing promotion of Business Disability Forum & best practice guide
		<ul style="list-style-type: none"> Good Employment Charter supporters tier launched and initial piloting of membership underway 	<ul style="list-style-type: none"> Delivered – Supporters tier launched and membership pilot underway from July 2019. 	<ul style="list-style-type: none"> Full roll out of membership tier of GM Good Employment Charter
		<ul style="list-style-type: none"> Subject to Government funding, and organisational capacity development of roll out plan for Timewise in GMCA 	<ul style="list-style-type: none"> MCC and OMBC now accredited Timewise employers. 	<ul style="list-style-type: none"> Roll out of Timewise Include Timewise case study in developing employer handbook; link into Good Employment Charter and appraise benefits for more GM public services to be accredited

		<ul style="list-style-type: none"> Continued promotion of This is Me to GM businesses 	<ul style="list-style-type: none"> This is Me has now been launched and will continue to be promoted through the Good Employment Charter 	<ul style="list-style-type: none"> Continued promotion of This is Me through the Good Employment Charter
3.4 Increase the scale, quality and accessibility of adult skills provision, including apprenticeships		<ul style="list-style-type: none"> AEB Contract negotiation and awarded, to go live August 2019 	<ul style="list-style-type: none"> All grant funding agreements and contract for services issued start of August 2019 19 GFAs and to the value of £65.8million 18 CfS and to the value of £22.7million 	<ul style="list-style-type: none"> AEB delivery to be contracted and performance managed throughout 2019/20 Work in each LA area & collaboratively with providers to ensure AEB activity begins to work alongside local area skills & work plans Develop and agree appropriate mechanisms to redistribute AEB funds between partners to support positive delivery and outcomes
		<ul style="list-style-type: none"> Final stages of Managing Authority appraisal completed for remaining ESF allocation. Tender activity designed with partners 	<ul style="list-style-type: none"> £42m ESF application going through final stages of appraisal ahead of approval. Anticipated approval was July 2019 	<ul style="list-style-type: none"> Managing Authority appraisal contract to go live for remaining ESF allocation
		<ul style="list-style-type: none"> ITT launched for priority 2 	<ul style="list-style-type: none"> ITT development underway 	<ul style="list-style-type: none"> Procurement completed during Q1 20/21 with delivery underway by early Summer 2020
		<ul style="list-style-type: none"> ESF CFO application developed for remaining priority 1 	<ul style="list-style-type: none"> Application under development for c£10m IP1.2 – Young People. GMCA looking to submit in October 2019. 	<ul style="list-style-type: none"> Procurement completed during Q1 20/21 with delivery underway by mid-late Summer 2020
		<ul style="list-style-type: none"> Ongoing negotiations seeking to secure additional ESF through proposed Reserve Fund 	<ul style="list-style-type: none"> ESF Managing Authority reported in June that proposals for LEP allocation underspends will require local approval (unlike ERDF which will be national calls). GM will be near full commitment once ESF CFO applications are approved. ESF Managing Authority is clear that their priority with the Reserve Fund is to support LEPs who are under committed 	<ul style="list-style-type: none"> Ongoing negotiations seeking to secure additional ESF through proposed Reserve Fund
		<ul style="list-style-type: none"> Designed and developed higher level digital skills programme with partners 	<ul style="list-style-type: none"> £3m Fast Track Fund developed in partnership with DCMS/Lancs, industry and stakeholders. Launch event held and bidding process live Bids received and evaluation will be complete before the end of September. 	<ul style="list-style-type: none"> Training programmes funded in first round to start between October and Jan 2nd funding round will be launched in Nov Training programmes funded in second round to start Feb/March – all to be complete by June
		<ul style="list-style-type: none"> SME Apprenticeship programme being delivered, ongoing monitoring with districts 	<ul style="list-style-type: none"> Project launched in April 2019 with 10 x LA's, Growth Co, GMLPN and Chamber as partners. Approx 350 SME's supported to date 	<ul style="list-style-type: none"> SME Apprenticeship programme being delivered, ongoing monitoring with districts. Project ends March 2020. Plan for ongoing SME support in place
		<ul style="list-style-type: none"> Further collaboration across localities for a range of apprenticeship standards. Levy matchmaking service launched. Further work to develop consistent terms and conditions for apprentices across the public sector 	<ul style="list-style-type: none"> Work ongoing with Locality Workforce transformation groups to identify pilot projects Matchmaking Service Launched August 2019 Ongoing conversations with HRDS around T's and C's (including progression opportunities) 	<ul style="list-style-type: none"> Pilot project in each locality 30 Levy transfers taken place Clear progression routes and guaranteed interviews for public sector apprentices

		<ul style="list-style-type: none"> Ongoing monitoring of uptake of Apprentice Transport offer 	<ul style="list-style-type: none"> Monitoring shows uptake not as high as expected Review of offer underway 	<ul style="list-style-type: none"> Action plan in place for next phase of apprenticeship transport offer
3.5 Develop and implement a world class jobs and progression service with Jobcentre Plus	Progress hindered by machinery of government changes and inability to secure Ministerial approval for pilot	<ul style="list-style-type: none"> Implementation underway for in-work progression test and learn trial in 2 pilot areas (Ashton Hub and Manchester Employers Suite) 	<ul style="list-style-type: none"> Business case and delivery plan for Ashton Hub pilot developed and now awaiting DWP Ministerial approval 	<ul style="list-style-type: none"> In-work progression test and learn trial delivery continues, ongoing assessment of progress Subject to DWP approval, commence Ashton pilot Skills & Work LIS rapid evidence review undertaken, recommendations formulated and actions agreed
3.6 Support people into and to progress in work through the Working Well system	Excellent progress on early Working Well programmes, but Work & Health and Early Help programmes are currently behind target.	<ul style="list-style-type: none"> Continue to exceed job start targets, increased focus on sustained jobs outcomes. Publish 5th WW Annual Report 	<ul style="list-style-type: none"> 5,000 people supported into work through WW programmes, exceeding targets. 5th WW Annual Report drafted for publication 	<ul style="list-style-type: none"> Continue to exceed job start targets, increased focus on sustained jobs outcomes
		<ul style="list-style-type: none"> Continued delivery of W&H Programme and drive performance improvements 	<ul style="list-style-type: none"> Improvements made in referral, start and outcome rates but overall performance below expectations, despite outperforming national contracts. 	<ul style="list-style-type: none"> Continued delivery of Work & Health Programme and drive performance improvements
		<ul style="list-style-type: none"> Individuals and businesses supported through Early Help Programme in line with delivery programme profile 	<ul style="list-style-type: none"> Programme launched and referrals being received from across GM, but actions in place with provider and stakeholders to increase start levels up to expected volumes 	<ul style="list-style-type: none"> Ongoing delivery of Early Help programme against agreed delivery profile Deliver a recovery plan to bring programme in line with expectations
		<ul style="list-style-type: none"> Procurement delivered of GM Specialist Employment Support for people with learning disabilities, mental illness and autism 	<ul style="list-style-type: none"> Service specification developed and procurement process commenced 	<ul style="list-style-type: none"> Contract awarded for GM Specialist Employment Support and delivery underway Commission programme evaluation
		<ul style="list-style-type: none"> Ongoing delivery and assessment of progress on integrated delivery of embedded sport & physical activity 	<ul style="list-style-type: none"> Synergies between GM Moving and Working Well explored and joint working arrangements between them agreed 	<ul style="list-style-type: none"> Ongoing delivery and assessment of progress on integrated delivery of embedded sport & physical activity Ongoing co-ordinated activity between the programmes
3.7 Develop a GM approach to managing welfare reform that delivers job progression and addresses low pay		<ul style="list-style-type: none"> Continued delivery of GM reform action plan 	<ul style="list-style-type: none"> GM Welfare Reform group established and action plan being delivered 	<ul style="list-style-type: none"> Deep dive into GM advice services and local welfare schemes Test place-based approach to understanding impact of welfare reform
		<ul style="list-style-type: none"> Submission of Spending Review proposal 	<ul style="list-style-type: none"> SR submission developed, however full Spending Review will not take place until 2020. 	<ul style="list-style-type: none"> Respond to Spending Round / full Spending Review as appropriate
		<ul style="list-style-type: none"> Welfare Reform Dashboard available online via Tableau, accessible to a wider audience 	<ul style="list-style-type: none"> Dashboard further developed and available via Tableau 	<ul style="list-style-type: none"> Continue to develop and publish Dashboard
		<ul style="list-style-type: none"> Subject to Government approval, utilise skills pilot funding to support self-employed people claiming UC 	<ul style="list-style-type: none"> Specification for a self-employment pilot developed and procurement exercise launched 	<ul style="list-style-type: none"> Contract awarded for service and delivery commenced
		<ul style="list-style-type: none"> CAB Funding comes on stream for universal support April 19. Delivery underway 	<ul style="list-style-type: none"> Working with CAB to understand 'Help to Claim' and opportunities to maximise impact across GM 	<ul style="list-style-type: none"> CAB Funding ceases Mar 2020. Gathering evidence of effectiveness to influence any successor programme

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



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Context and challenges

- The following measures have updated data reported in this version of the Performance Report: GVA per job; resident employment rate; GVA generated from inward investment; and the employment rate for ethnic minority groups and residents with a disability.
- The target trajectory for GVA per job was derived from the 2017 GM Accelerated Growth Scenario (AGS). Based upon the latest (2017) actual data from the Greater Manchester Forecasting Model (GMFM), we are lagging the target expectations, with only a relatively marginal real terms increase in GVA per job between 2016 and 2017. The gap between GM and UK GVA per job has widened to more than £5,700. The productivity challenges facing GM are well documented in the Independent Prosperity Review, with the Local Industrial Strategy setting out a number of long-term policy priorities to stimulate growth across the city-region.
- There is better news on the resident employment rate, with a further (albeit small) improvement compared to the previous year, and performance that outstrips that anticipated in the target trajectory; the gap with the England average is now just under one percentage point, closer than it has been for more than a decade. The employment projections in the AGS also form the basis for the GMS employment rate target, and were cautious in light of Brexit uncertainty; whilst we are currently outperforming the target position, Brexit may have a significant impact on GM's future productivity and employment growth. There is also a considerable threat to the amount of inward investment coming into GM, which has risen steadily since 2016, over-achieving compared to target expectations.
- Other external factors can also have a significant impact on GM employment, as demonstrated by the recent closure of Thomas Cook, affecting up to 3,000 local jobs. Led by The Growth Company, local action has been put in place to support those involved in to alternative employment and training, but this may have a negative impact on unemployment when the next set of data is released.
- On the employment rate for residents with a disability and those from ethnic minority groups, GM underperforms the England average by a considerable margin. The gap between employment for residents with a disability and the overall resident employment rate is significant (over ten percentage points), confirming the need to address labour market inequalities. As detailed under Priority 3, the suite of GM Working Well programmes will be making an important contribution to improvements against this metric.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
4.1 Provide support to GM businesses to enable them to be adaptable and resilient as the UK exits the EU – tackling issues of access to markets, access to labour and risk mitigation		<ul style="list-style-type: none"> LIS Launch & publication May 2019. Agree implementation plan with Gov, delivery underway 	<ul style="list-style-type: none"> LIS launched June 2019 Development of implementation plan underway – to be agreed by CA in Oct GM Business Growth Hub is working with Government to provide additional target support to firms around EU exit 	<ul style="list-style-type: none"> Begin delivery of LIS implementation plan Deliver enhanced business support services agreed with Government around EU exit
4.2 Deliver an integrated approach to strengthening our international position (visitors, events, students, direct air connections), working via the Northern Powerhouse where it adds value		<ul style="list-style-type: none"> Updated Internationalisation Strategy published and delivery underway Further development of peer to peer programme, deepening of relationships with Barcelona, Tianjin, Rotterdam, Oslo. Explore opportunities with key cities in India and USA 	<ul style="list-style-type: none"> The approach to developing updated strategy agreed with the GM LEP and work is underway to ensure that a new strategy is in place during 2020 Delivered – relationships being deepened through new strategy team role, Mayoral visit to Bangladesh and India planned for October 2019, and planning for the refresh of the Internationalisation Strategy underway. 	<ul style="list-style-type: none"> Launch updated Internationalisation Strategy and begin delivery Agreements in place with at least 2 peer cities, detailed conversations ongoing with other cities, and detailed forward plan from 2020
4.3 Grow our Trade with, and Investment from, the rest of the world by working with mid -sized companies to: identify projects early; develop direct access to overseas markets; bring buyers to GM; and put products/services on digital platforms		<ul style="list-style-type: none"> Work delivered to set out North's strength and market focus, which will shape discussions with DIT going forward 	<ul style="list-style-type: none"> Steer (consultants) commissioned by the NP11 to develop a report analysing the current position of trade and investment across the North, set against a realistic projection of what future performance could and should look like Prospectus developed with a range of options as to how performance could be enhanced to realise the opportunity outlined, including focus around core capabilities/sectors, supply chains, international markets and potential mechanisms to enhance performance. Prospectus ratified by the NP11 Board which has now requested a proposition be developed, for the NP11 to sign off and take to DIT to negotiate their support for its implementation 	<ul style="list-style-type: none"> Work has begun on developing the proposition to be taken back to the NP11 and subsequently DIT as to how we can build a new and improved model for the facilitation of trade and investment in the North. Aim is for a draft proposition to be available by the end of October, to be considered at the NP11 Board meeting in November. Discussions will then commence with DIT around how it can support the proposal.
4.4 Deliver GM Industrial Digitalisation pilot ; and communicating and market a headline digital story		<ul style="list-style-type: none"> Delivery of programme and ongoing evaluation Refreshed GM Digital Strategy to be agreed by Digital Steering Group, and launched at MIF 2019 	<ul style="list-style-type: none"> Programme is in full delivery, to date the project has funded 41 businesses across the NW, 11 of which are in GM Refreshed digital strategy largely complete following event at MIF and to come to GMCA Board in November 2019 Refreshed governance being established following portfolio leadership changes Mapping of digital activity across pan GM public sector bodies underway to enable re-use, inform bids and avoid duplication Communication capacity being increased and significant promotion underway in collaboration with Health Innovation Manchester "Distractions" event held in summer 2019 as part of MIF to showcase GM's creative/digital sector assets 	<ul style="list-style-type: none"> Ongoing programme delivery and reporting of progress to LEP. Mid stage evaluation underway. Delivery of GM Digital Strategy priorities and continued economic growth with profile raising activities Based on the evaluation of "Distractions", plans will be in place by March 2020 for a full scale digital and creative showcase. Scope and launch the GM Broadcasting and Skills Fund (LIS priority action)

4.5 Deliver a Productivity and Inclusive Growth Programme to support all parts of GM to realise growth opportunities		<ul style="list-style-type: none"> ERDF remaining £50M call closed, applications assessed, full applications invited Continue to deliver Productivity & Inclusive Growth Programme to profile GM Social Enterprise network undertaking further research and engagement work to develop action plan to deliver strategy 	<ul style="list-style-type: none"> ERDF match funding now contracted. Full productivity programme underway. Performance reporting monthly Delivery underway and according to profile Round Table event held in July to discuss the key strategic themes and governance alternatives. The results have been compiled into a proposal for a programme to take forward work under the Local Industrial Strategy to create the conditions for social enterprises and co-ops to thrive in GM 	<ul style="list-style-type: none"> Programme being delivered with strong performance management from GMCA and MHCLG Continue to deliver Productivity & Inclusive Growth programme to profile Agreement of programme to take forward work under the Local Industrial Strategy to create the conditions for social enterprises and co-ops to thrive in GM, including governance and representation of social enterprise leaders New milestone: Work with local authorities to develop district "Action Plans" in response to the GM LIS (LIS priority action)
4.6 Develop a programme of enhanced support to companies to develop their Leadership and Management via business mentoring		<ul style="list-style-type: none"> 60 new volunteer mentors added to the GM bank, providing support to SME growth, 100 mentees matched with mentors to support business growth 	<ul style="list-style-type: none"> Main Mentoring contract was delayed with the contract awarded in August, the contract value was also smaller than anticipated. This contract is now operational, so activity is able to escalate. Between April and September the GC added a total of 23 new mentors and matched 51 businesses to mentors 	<ul style="list-style-type: none"> 60 new volunteer mentors added to the GM bank, providing support to SME growth, 100 mentees matched with mentors to support business growth LIS priority action around leadership and management scoping work complete and approach agreed
4.7 Invest in our science and innovation assets and drive commercial opportunities, particularly around health innovation, digital and advanced materials		<ul style="list-style-type: none"> Identify innovation priorities in LIS which GM Innovation Advisory Board should have responsibility for driving Process in place 18/19 with continuous process improvement and feeding of opportunities to meet GM priorities via Health Innovation Manchester's Innovation prioritisation and Monitoring Committee Establishment of Research & Education Committee (sub-committee of HInM Board) Research Domains to include all HEIs with a clear work programme aligned to GM needs. Introduce funding co-sponsorship with large Industry partners to launch an Innovation Call (Sept) 	<ul style="list-style-type: none"> At least £87.7m science assets secured for GM to date in 2019 such as the University of Manchester Bio-Manufacturing Research Hub The Innovation Partnership on Healthy Ageing (as above and agreed within GM LIS) will embed healthy ageing innovation as a priority for Health Innovation Manchester, strengthening alignment of their programmes local strategies and this significant local growth opportunity The Research and Education Committee has been established and has met twice All domains have begun to expand representation from all of the Universities Co-sponsorship call secured with industry partner. Innovation call in progress. 	<ul style="list-style-type: none"> Delivery of LIS priority actions for innovation Establishment of the Graphene, Advanced Materials, and Advanced Manufacturing Alliance (LIS priority action) ERDF funding awarded to launch further round of GM science assets (currently being assessed) Launch of the Innovation Partnership for Healthy Ageing and innovation pipeline for healthy ageing, aligned to wider health innovation pathway Incorporation of work programme from Research Domains into portfolio assurance and performance management processes to enable accelerated translation to adoption and spread Complete and award funding of co-sponsorship Innovation call Innovation call outcomes to be reported over next period.
4.8 Develop a GM approach to public procurement and the use of public		<ul style="list-style-type: none"> Approach to leveraging public data to stimulate market opportunities agreed. 	<ul style="list-style-type: none"> Local data review agreed as part of actions within Industrial Strategy and funding agreed by GMCA 	<ul style="list-style-type: none"> Proposed approach to leveraging public data to stimulate market opportunities enacted

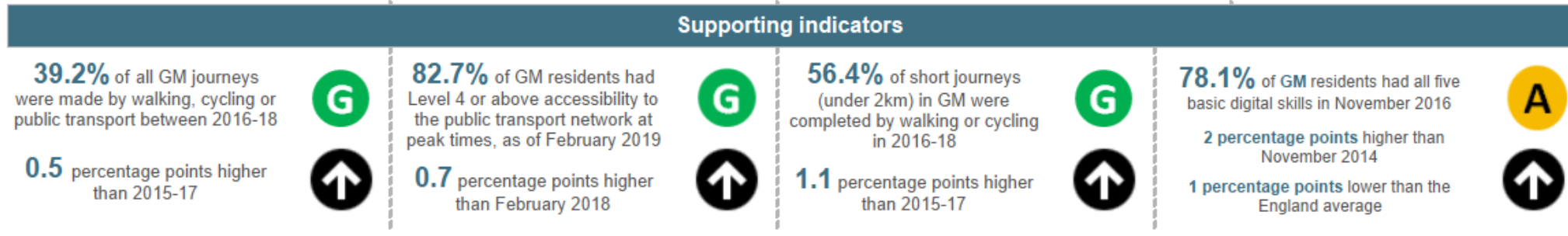
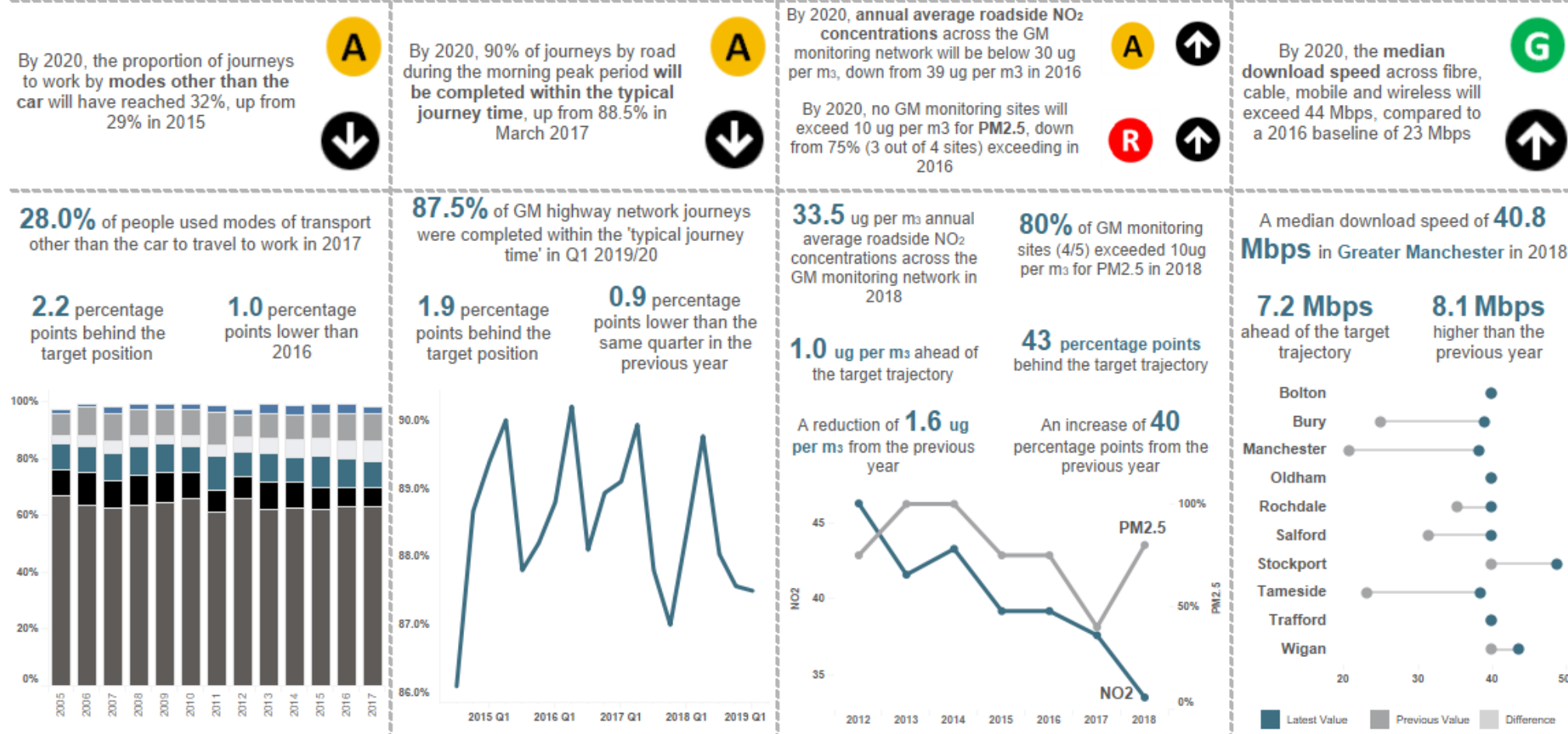
sector assets to grow market opportunities			<ul style="list-style-type: none"> Outline model for Office of Data Analytics in draft TFGM continue to refine their Data Surfacing strategy and approach 	<ul style="list-style-type: none"> LIS priority action around local review of open data underway so that it can report by the end of 2020
		<ul style="list-style-type: none"> Respond to outcome of Future High Street Bids 	<ul style="list-style-type: none"> Seven successful bids to the Future High Streets Fund announced over summer. 4 GM towns identified by Government as being eligible for the Towns Fund. 3 GM highstreets successful for the Historic High Streets Fund. Working with districts on next stage (submission of business case) 	<ul style="list-style-type: none"> Round 1 Town Centre Challenge projects developed, with implementation underway Support to districts to ensure robust next stage bids submitted to Future High Streets Fund, Towns Fund, and Historic High Streets Fund
		<ul style="list-style-type: none"> Establish Board for Stockport Mayoral Development Corporation to oversee agreed work programme 	<ul style="list-style-type: none"> Board established – first meeting held 9th Sept 	<ul style="list-style-type: none"> Stockport Mayoral Development Corporation delivery underway

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

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

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



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Context and challenges

- New data have become available on three of the Priority 5 measures: journeys by road completed within the typical journey time; the proportion of journeys made by walking, cycling and public transport; and the proportion of short journeys completed by walking or cycling.
- The typical journey time data are volatile, with seasonal variation having a significant impact (to mitigate this, we compare the current data with the same period in the previous year). Between Q1 2019/20 and the same period in 2018/19, there was a reduction in the proportion of journeys by road during the morning peak that were likely to be completed within the typical journey time; in part, this reflects the impact of major road works in the regional centre.
- The other two metrics that have been updated provide intelligence on GM's active travel ambitions, and will have a direct impact on performance on the headline measures relating to transport and air quality. Performance has improved on both the proportion of journeys made by walking, cycling and public transport, and the proportion of short journeys that were completed by walking or cycling. There is a lag in the timeliness of reporting on both measures, so it is premature to claim a causal relationship between activity highlighted in the Implementation Plan update and the positive movement shown in the data. However, further improvement is expected as a result of the major investment programme for cycling and walking, including the GM Cycling and Walking Commissioner's *Made to Move* strategy and the Mayor's Cycling and Walking Challenge. There is also significant planned capital investment in new and renewed transport infrastructure, which should take further pressure away from the road network.
- Development of the GM Clean Air Plan continues; an informal 'clean air conversation' has taken place, to be followed by formal public consultation. As the monitoring network is extended, we will have better intelligence on progress towards our air quality ambitions: the most recent data suggest good progress in reducing average roadside NO₂ concentrations, but there has been a rise in the proportion of monitoring sites recording higher levels of PM_{2.5}.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
5.1 Deliver transformed digital infrastructure across GM	Delays due to Gov changes; potential risks and impacts on delivery timescales	<ul style="list-style-type: none"> • Full fibre programme procurement complete and initial delivery underway 	<ul style="list-style-type: none"> • Approaching end of procurement process, following delay due to DCMS programme review (linked to change of Gov) 	<ul style="list-style-type: none"> • Pass DCMS Checkpoint C. • Contract awarded • Programme live
		<ul style="list-style-type: none"> • 5G study completed, reviewed with key stakeholders. Forward approach agreed 	<ul style="list-style-type: none"> • Study of street furniture and other asset potential for 5G support complete and reviewed by Chief Executives • Refinements to findings and recommendations underway • Directory of assets shared with network operators • 5G services launched in GM by Vodafone. EE and O2 and 3 to follow shortly • 5G and IOT Lab launched in MediaCityUK with Vodafone and The Landing. Vodafone 5G "Blastpod" installed at Manchester Airport • Significant 5G Hospital bid received. Outline Approval in current ERDF funding round • Oppo (Chinese 5G handset provider) sponsored digital activities within MIF and created an immersive installation • GMCA supporting requests by mobile operators to improve access to sites 	<ul style="list-style-type: none"> • Ambition established for connectivity not to be a blocker for any resident of GM who requires it. Approach to delivering this agreed which builds on full fibre, 5G and "internet of things" networks and which links with strategies for clean energy and assisted living at home initiatives across GM
		<ul style="list-style-type: none"> • Cyber innovation centre operator awarded 	<ul style="list-style-type: none"> • Award delayed to ensure that benefit of GCHQ investments can be maximised • University of Manchester led Security, Privacy, Identity & Trust Engagement NetworkPlus funded and to launch Oct 2019 • The Cyber Resilience Centre for GM – a joint venture between GMP and Manchester Digital- is in development and is recruiting • There is significant inward cyber and digital security inward investment including BAE Systems, Raytheon & others • GCHQ supporting the GM Go Digital schools and skills programme 	<ul style="list-style-type: none"> • The GM Cyber Ecosystem (Cyberopolis) map is refined and published • The scale of activity within Cyberopolis has been supported to grow further and more partners engaged • The Cyber Innovation Centre is opened
		<ul style="list-style-type: none"> • Dates for future cohorts of GCHQ Engineering Accelerator Programme agreed 	<ul style="list-style-type: none"> • GCHQ has agreed and commissioned several further cohorts and is leveraging GM established assets to do so • GCHQ facility opening end 2019. High level discussions and engagement continues with GCHQ with GCHQ engaged in a significant range of activities across GM. 	<ul style="list-style-type: none"> • GCHQ Manchester open • Delivery of GCHQ Engineering Accelerator programme to new cohorts
		<ul style="list-style-type: none"> • Delivery of Cyber Foundry continues to 2023 	<ul style="list-style-type: none"> • The 2nd cohort of businesses involved in the GM Cyber Foundry is underway • Launch event held in May with GM Mayor and Manchester Metropolitan University Chancellor, Peter Mandelson. 	<ul style="list-style-type: none"> • Further cohorts of the Cyber Foundry are in train and successful. • The AI Foundry has been supported and is mobilising for delivery.

			<ul style="list-style-type: none"> Building on this, the four universities involved have been successful in an outline bid for an AI Foundry in the most recent ERDF funding call 	
5.2 Establish a new GM Transport Fund , enabling Transport Strategy Delivery Plan informing and aligned with GM Spatial Framework	Engagement with government ongoing, however uncertainties around the short and medium term government and potential election	<ul style="list-style-type: none"> Progress dialogue with Gov on GM Transport Fund, aligned to GMSF and wider 2040 Strategy and 2040 Delivery plan 	Government engagement and public affairs activity ongoing to progress government dialogue	<ul style="list-style-type: none"> Funding statement agreed between Government and GM on HS2 Stations ahead of Phase 2 Hybrid Bill in 2020 Joint statement with Government on the infrastructure funding for the first five years of the GMSF to support the EIP in 2020
		<ul style="list-style-type: none"> Develop stronger working relationships with Government, aligned to Government Engagement Strategy 	<ul style="list-style-type: none"> Government Engagement strategy in development and ongoing TfGM presence at party conference 	<ul style="list-style-type: none"> Continue delivery of Government Engagement strategy
		<ul style="list-style-type: none"> Progress delivery of existing transport capital programme 	<ul style="list-style-type: none"> Existing transport capital programme ongoing, TPL on track 	<ul style="list-style-type: none"> Opening of Trafford Park Line Progression of Interchanges schemes
		<ul style="list-style-type: none"> Prepare final Delivery Plan (2020-2025) and publish in conjunction with the next public consultation on the GMSF in Autumn 2019 	<ul style="list-style-type: none"> Delivery plan on track 	<ul style="list-style-type: none"> Support next GMSF consultation and consider the need to produce a supplementary document or addendum to the Delivery Plan following the outcome of the GMSF consultation
5.3 Confirm a long term investment plan with TfN and Government to establish GM at heart of future HS2 and Northern Powerhouse Rail (NPR) networks	Oakervee Review into HS2 ongoing, until the recommendations of this and the subsequent implications for GM are clear this should remain red	<ul style="list-style-type: none"> Progress discussions with Government on the right solution for GM for Manchester Piccadilly. Further discussion at TFN Board in June 	<ul style="list-style-type: none"> Discussions ongoing with Government and TfN. 	<ul style="list-style-type: none"> Piccadilly plans to be considered pending the outcome of national and pan northern decision-making processes
		<ul style="list-style-type: none"> Secretary of State has agreed SOBC enabling Sequence 4 to progress 	<ul style="list-style-type: none"> Sequence 4 has now commenced 	<ul style="list-style-type: none"> Sequence 4 to progress with a view to selecting a single concept option
		<ul style="list-style-type: none"> Progress GM preferred plans for Metrolink / Gateway House. Appointment of Parliamentary agents for bill process 	<ul style="list-style-type: none"> Work is ongoing 	<ul style="list-style-type: none"> Work is ongoing
		<ul style="list-style-type: none"> Agreement with Government on funding package for Manchester Airport HS2/NPR station 	<ul style="list-style-type: none"> Work is ongoing, HS2/NPR "Connecting Britain" campaign launched 	<ul style="list-style-type: none"> Agreement with Government on funding package for Manchester Airport HS2/NPR station
		<ul style="list-style-type: none"> Model to be developed when infrastructure requirements understood and agreed with MCC, DfT 	<ul style="list-style-type: none"> Work is ongoing with MCC and DfT 	<ul style="list-style-type: none"> Model to be developed when infrastructure requirements understood and agreed with MCC, DfT
5.4 Progress closer integration of public transport network , primarily through the powers afforded by the bus reform legislation and phased implementation of Smart ticketing		<ul style="list-style-type: none"> Progress with the assessment of a proposed bus franchising scheme and next steps 	<ul style="list-style-type: none"> On behalf of GMCA, TfGM has prepared an assessment of a proposed franchising scheme for the whole of GM. The assessment also includes a consideration of other realistic options for improving bus services, such as partnerships. The assessment's recommended option is franchising, which is why the GMCA have decided to follow the next step in the Bus Services Act by requesting a report from an auditor in an attempt to obtain the assurance of an independent third party on the assessment 	<ul style="list-style-type: none"> Progress with the assessment of a proposed bus franchising scheme and next steps
		<ul style="list-style-type: none"> Implement contactless across the Metrolink network 	<ul style="list-style-type: none"> Contactless successfully launched on 15 July 2019. Milestone complete 	

		<ul style="list-style-type: none"> Support TfN on implementation of their smart ticketing programme 	<ul style="list-style-type: none"> TfN programme has been placed on 'active pause' by the wider TFN Board, whilst a number of options are considered for how best to move the programme forward 	<ul style="list-style-type: none"> Continued closer working with TfN on the implementation of their smart ticketing
5.5 Have commenced a significant investment and reform programme for cycling and walking , aligned with Made to Move and Streets for All approach, to deliver increases in cycling and walking levels		<ul style="list-style-type: none"> Progress with the construction of approved schemes through tranches 1-4 	<ul style="list-style-type: none"> Wigan's Muddy Mile scheme has been completed. Around five consultations have been completed with a further 15 planned up to Christmas 2019 	<ul style="list-style-type: none"> Continued implementation of Made to Move agenda including Mayors Challenge Fund
		<ul style="list-style-type: none"> Progress through relevant approval process for tranche 5 	<ul style="list-style-type: none"> Tranche 5 schemes announced June 2019 – schemes now being developed within the districts 	
		<ul style="list-style-type: none"> Procure bike hire scheme for GM 	<ul style="list-style-type: none"> Procurement likely to open in October 2019. Stakeholder discussions now taking place 	<ul style="list-style-type: none"> Prepare to launch Bike Hire Scheme in Summer 2020
5.6 Improve performance of transport networks , including through Mayor's Transport Board and delivery of Congestion Plan		<ul style="list-style-type: none"> Continue to review the purpose of Mayor's Transport Board to ensure it is fulfilling its objectives and reflective of wider transport network 	<ul style="list-style-type: none"> Mayor's Transport Board reviewed regularly to align with emerging priorities 	<ul style="list-style-type: none"> Continue to review Mayor's Transport Board regularly to align with emerging priorities
		<ul style="list-style-type: none"> Review of current GMRAPs processes and coordination of Roadworks to be reported to GMCA in the summer 	<ul style="list-style-type: none"> Workshop held with Local Authorities to review the potential options for the future management of GMRAPs. Information collated for GMRAPs 6th Year Review and report written 	<ul style="list-style-type: none"> GMRAPs - Implement the recommendations coming forward from the report to GMCA in the summer with the ultimate goal to implement a lane rental scheme in 2020/21
		<ul style="list-style-type: none"> Establishment of new Transport for Greater Manchester Committee with links to Mayor's Transport Board and oversight of network performance across all modes 	<ul style="list-style-type: none"> GMTC established and first meeting held on 12 July, standing item of network performance discussed at each meeting 	<ul style="list-style-type: none"> Ongoing
		<ul style="list-style-type: none"> Further measures are due to be implemented including contactless payments on Metrolink; enhanced coordination of roadworks; a Flexible Working campaign to support people to travel off-peak; and identification of sites for new or expanded park and ride facilities 	<ul style="list-style-type: none"> Contactless launched in July Flexible Working campaign launched and ongoing Park and ride facilities continuing to be identified 	<ul style="list-style-type: none"> Through the management of key corridors (including smart signal technology) achieve further stabilisation of the road network measured through journey time reliability. This includes optimisation of the movement of people not vehicles Influence the Rail Sector to help facilitate modal shift from road during the introduction of the Dec 19 timetable Work with GM Authorities to pilot a red route corridor to help improve journey time reliability Opening of Trafford Park Line to further connect businesses and communities across the West of the city region to the tram network Delivery of 27 new trams to commence in early 2020 Commence delivery of a first tranche of additional Park & Ride, spaces at key Metrolink stops
		<ul style="list-style-type: none"> Manchester Airport Pier 1 aircraft stands and multi-storey carpark open. Pier 2 West remote stand open 	<ul style="list-style-type: none"> Pier 1 and the multi-storey car park opened and are operational 	<ul style="list-style-type: none"> Manchester Airport PremiAir terminal opening October 19

				<ul style="list-style-type: none"> Terminal 2 extension to open in summer 2020
<p>5.7 Continue to reduce harmful emissions from transport sector</p>	<p>Clarification is required from Government on direction on the exact proposals GM should consult on, all related work is ongoing in the meantime.</p>	<ul style="list-style-type: none"> Work on Full Business Case development commenced – to be informed by GM-wide public conversation activity on the outline proposals in support of the detailed design of the measures. Working groups set up with specific impacted groups – taxis/PHVs, buses, minibuses/coaches, micro/small businesses to co-design funds and support measures. Work ongoing to align Taxi/PHV Clean Air activity with GM taxi minimum standards development Clean Air informal conversation commences 13 May through to 21 June on draft GM Plan. GM Clean Air Week activity planned third week in June across the city region 	<ul style="list-style-type: none"> Awaiting clarification from Government on Ministerial Direction before consultation can commence. Full business case work still ongoing. Working groups set up and have been refined to include a Policy and Funding working group and a Stakeholder Engagement working group to replace micro/small business and minibuses/coaches (but these are covered in the new working groups). GM taxi minimum standards on hold until clean air plan proposals are confirmed and clarity is received on legislation on national licensing standards Clean Air Conversation on draft proposals ran from 13 May to 30 June. Range of activities delivered as part of clean air week 	<ul style="list-style-type: none"> Full Business Case for Greater Manchester Clean Air Plan will be submitted to Government, following formal consultation. Following approval of Full Business Case, implementation of measures to commence Public consultation on the GM Clean Air Plan draft prior to submission of Full Business Case to government

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GMS Priority Six - Safe, decent and affordable housing

Select Area
Greater Manchester



The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides an overview of "Priority 6 - Safe, decent and affordable housing". For more information, including to navigate to supplementary dashboards, please select the indicator text below.

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



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



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

1,069 higher than 2016/17

An estimated 241 rough sleepers in Greater Manchester in Autumn 2018

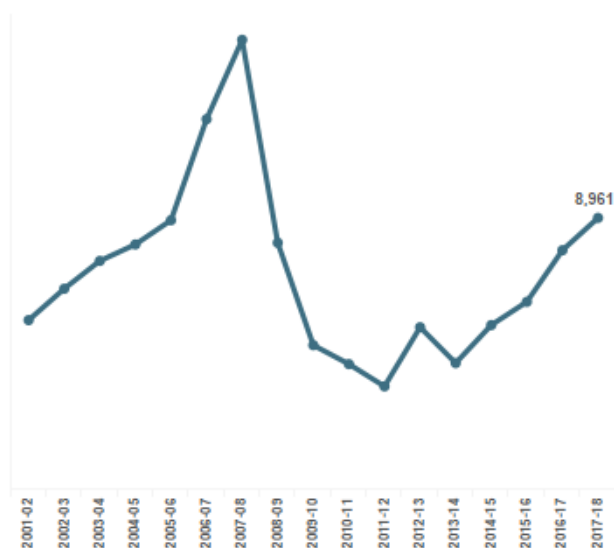
27 lower than Autumn 2017

390 ahead of the target trajectory

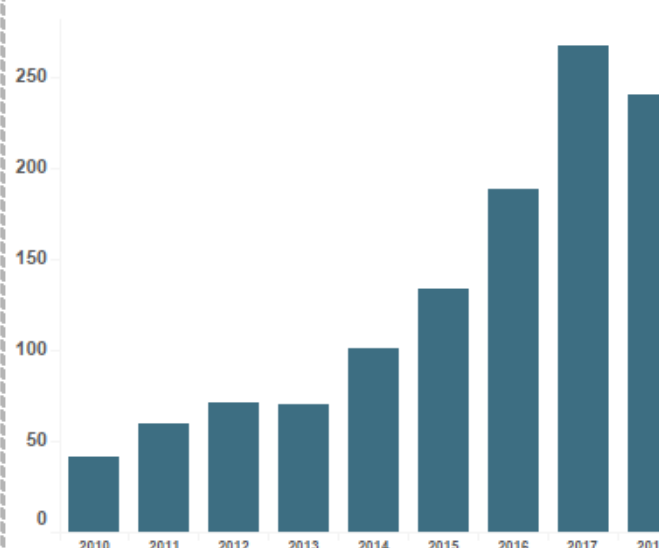
Net additional dwellings and change on the previous year

146 behind the target trajectory

Rate of rough sleepers per 1,000 households



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



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

Supporting Indicators

In December 2018, the ratio of lower quartile house prices to median incomes in Greater Manchester was 5.2 compared to 6.3 for England as a whole

Affordability in Greater Manchester has declined slightly from 2017 when the ratio was 5.0



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

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



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

Up on the previous year by 116 cases.



In May 2019, there were 244,185 people in Greater Manchester in receipt of housing benefit or households in receipt of the housing element of universal credit.

An increase of 1.8% from May 2018

330 per 10,000 higher than the England average



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



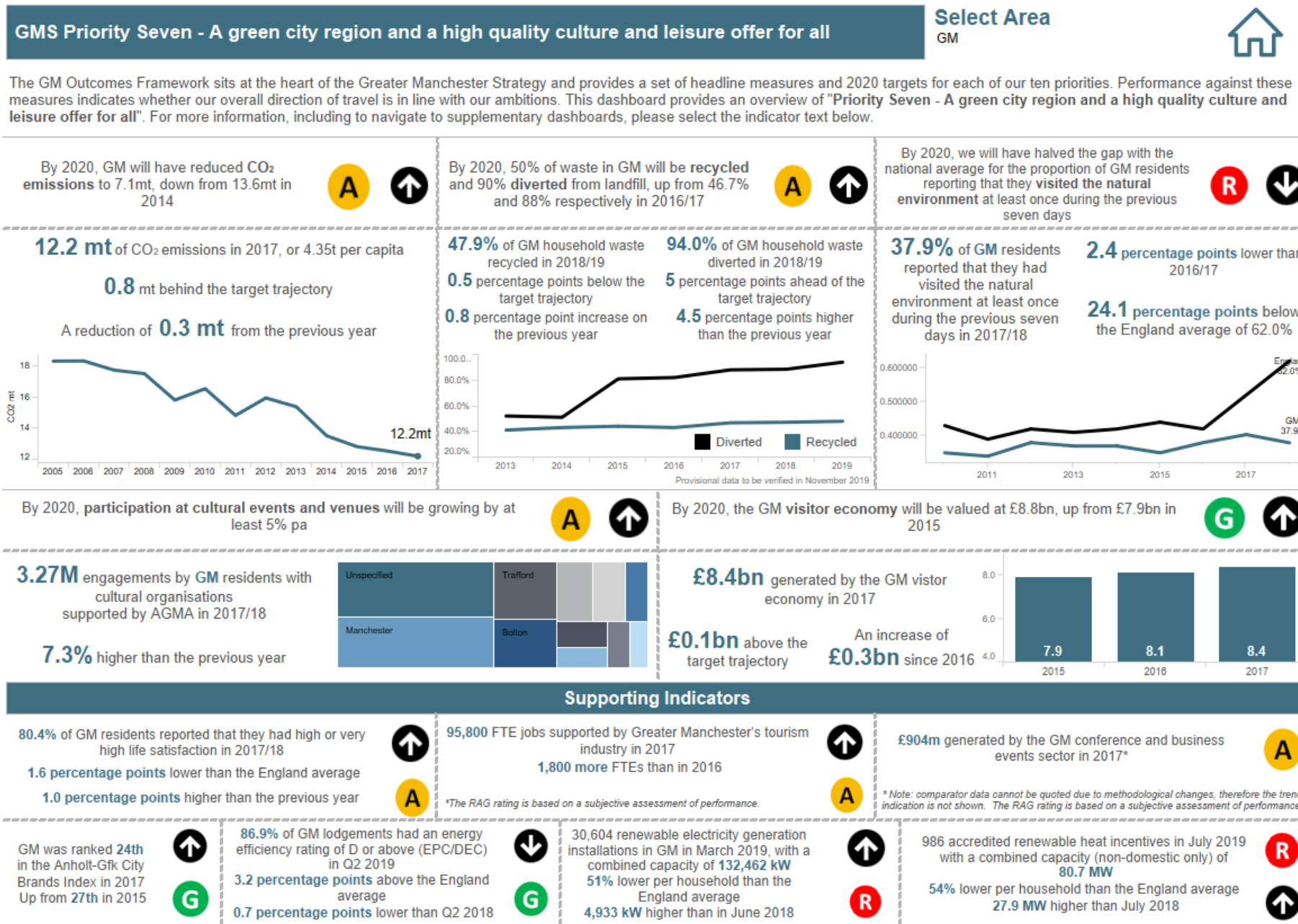
Context and challenges

- **Updated data were not available for either of the two Priority 6 headline indicators.** However, new data have been released for two of the supporting measures: house price affordability; and housing benefit claimants.
- House price affordability (defined as the ratio between lower quartile house prices and median incomes) has declined slightly, with houses slightly less affordable in December 2018 than they were in December 2017 – house price inflation has outstripped salary increases, albeit relatively marginally. As would be expected, GM houses are more affordable than the national average. A greater number of new affordable homes were built in GM in 2017-18 (1,715) compared to 2016-17 (1,550), and will help to address average affordability; the forthcoming Housing Strategy Implementation Plan should give further priority to affordable housing development.
- There has been a further increase in the number of GM residents claiming housing benefit (including the housing element of Universal Credit), with the claimant rate per 1,000 people in GM exceeding the national average by a significant margin.
- The Implementation Plan update highlights the wide range of activity being taken forward to end rough sleeping and reduce homelessness in GM, which should be reflected in a reduction in the 2019 rough sleeper count data when it is released. This includes the *A Bed Every Night* (ABEN) programme, which is now being scaled up as it enters Phase 2 of delivery; to date, nearly 700 ABEN clients have 'moved on' to more positive accommodation options. Our rough sleeping social impact bond (SIB) has resettled more than 300 rough sleepers, far exceeding the original target of 200. Although in its early stages, the GM Housing First programme is demonstrating positive impacts, with 18 people currently moved into permanent accommodation; it is on track to support 140 people by the end of the year. However, despite the strong, multi-agency focus, a range of factors underpin the continued 'on-flow' of people onto the streets, and achieving our ambition to end the need for rough sleeping by 2020 remains a significant challenge.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	April 2019 – September 2019 Milestone	April 2019 – September 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
6.1 Identify viable sites for housing in sustainable locations focussing on the existing urban area, town centres and public land	Viable sites for housing will be identified, however overall uptake of development of brownfield sites may still be lower than desired	<ul style="list-style-type: none"> Homes England to agree housing investment fund forward funding submissions, delivery underway 	Awaiting decision by Homes England. Delivery will commence following this.	Begin delivery of successful housing investment fund forward funding projects
		<ul style="list-style-type: none"> Offers made on acquisition of first phase sites for Joint Venture with GM Housing Providers 	Planning permission awaited on first scheme. Two further sites agreed.	First Joint Venture development project started on site
		<ul style="list-style-type: none"> Analysis of GMSF consultation responses and development of revised draft for next stage consultation 	<ul style="list-style-type: none"> Strategic Housing Land Availability Assessment (SHLAA) 2018 identified land for over 175,000 homes Supply of housing land in town centres (excl Regional Centre) in excess of 12,000 identified Housing Package withdrawn by Government; need to identify alternative funding and ways of working. Viability work underway to provide evidence for further discussions with Government 	<ul style="list-style-type: none"> Work in partnership with Government and other partners to find solutions to viability challenges
6.2 Meet the needs of GM residents by developing a full range of homes including social, affordable and supported housing and ensure that appropriate supporting infrastructure is in place	Progress on OPE stalled as Government have not yet made an announcement on this, impacting on milestone delivery	<ul style="list-style-type: none"> Housing Strategy completed and agreed by GMCA. Implementation plan in development 	<ul style="list-style-type: none"> Strategy agreed at June GMCA meeting. Implementation Plan in development but some projects already being delivered. 	<ul style="list-style-type: none"> Delivery of Housing Strategy Implementation Plan
		<ul style="list-style-type: none"> Next round of OPE bidding not confirmed by Gov. Potential for new Land Release Fund 	<ul style="list-style-type: none"> Government announcement on OPE expected in September 2019 	<ul style="list-style-type: none"> Submission of OPE bids following Government Announcement – March 2020
		<ul style="list-style-type: none"> OPE phase 7 projects will be underway 	<ul style="list-style-type: none"> Projects progressing against agreed milestones 	<ul style="list-style-type: none"> Continued delivery of OPE phase 7, modern methods of construction project nearing completion, others run to 2021/22
6.3 Agree and implement GM approach to drive up the quality of our private rented sector housing		<ul style="list-style-type: none"> Private Rented Sector action plan to be agreed by GMCA and delivery underway, including the establishment of a sector wide partnership 	<ul style="list-style-type: none"> Action plan agreed by Leaders (action plan will be signed off by CA and partnership established once officer appointed). CA agreed to fund activity using surplus from Housing Investment Fund 	<ul style="list-style-type: none"> Begin delivery of private rented sector action plan Build consensus amongst stakeholders through partnership.
		<ul style="list-style-type: none"> Private Rented Sector officer appointed to lead delivery of the action Plan 	<ul style="list-style-type: none"> Recruitment underway 	<ul style="list-style-type: none"> Private Rented Sector officer to lead delivery of action plan
6.4 Have a coordinated, consistent, effective GM-wide response to end the need for rough sleeping		<ul style="list-style-type: none"> Future governance arrangements confirmed and approved. Board membership in place 	<ul style="list-style-type: none"> Programme board created in July to provide oversight & scrutiny to all homelessness programmes 	<ul style="list-style-type: none"> Board operating and overseeing homelessness delivery, development and monitoring data dashboard linked to programme delivery and broader development of 10 year Homelessness strategy
		<ul style="list-style-type: none"> Fully established contract monitoring ongoing of delivery of Social impact bond activities 	<ul style="list-style-type: none"> Delivered 	<ul style="list-style-type: none"> Sustainability, exit planning, embedding lessons learnt within mainstream provision
		<ul style="list-style-type: none"> Review of future commissioning and / or recommissioning of SIB 	<ul style="list-style-type: none"> Commissioning review has not taken place. Continue to evaluate impact of SIB on long term sustainable plan, 	<ul style="list-style-type: none"> Evaluations complete and proposal embedded within ask of Government for delivery as part

			<ul style="list-style-type: none"> • Phase 2 Bed Every Night details confirmed and agreed, arrangements in place for roll out, implementation underway • First service users enter into accommodation and Housing First programme rolled out across GM 	<ul style="list-style-type: none"> • Preparatory work delivered to establish Phase 2, commencing Oct. Investment secured through Joint Commissioning Board • Housing First has supported 18 people into accommodation, of which 16 have sustained. On track to achieve 140 people supported by end of year 1 	<ul style="list-style-type: none"> • of monies confirmed for rough sleeping • Phase 2 programme delivery, external evaluation of delivery and impact in all 10 LAs to inform future phases • Continued delivery of Housing First service against contract targets. Maximising accommodation offers through work with Housing Providers and private landlords
6.5 Have a coordinated, consistent, effective GM-wide response to prevent people from becoming homeless	Resources are now in place to lead the development of an effective preventative approach across GM. To date, progress has been limited due to complexity of issues and depth of statutory service reform and integration required.	<ul style="list-style-type: none"> • Homelessness Reduction Act six month review complete and LGA report published, findings used to influence central Government funding allocation • Prison Discharge Protocol complete and signed off • Common approach to prevention of care leavers homelessness agreed and implemented • Agreed deepened arrangements with partners to develop upstream prevention of homelessness • GMCA to work with LA partners to agree common approach to reduction and management of cross boundary placements • Information governance finalised for delivery of GM Think system 	<ul style="list-style-type: none"> • LGiU report published and fed back to Gov • Wider Government led review underway to understand impact of the Act to date, which will inform continued embedding of the Act including workforce development within multiagency delivery • Prison advice role being established to work with all 10 LAs alongside Through the Gate. • Development of young person's pathway for prevention and relief, which will include care leavers. • Ongoing strategic focus on prevention, further work required to better collaborate across GM and embed alignment with existing place based working • Developed a common approach to cross boundary placements for A Bed Every Night, building on this to develop statutory cross boundary • Programme governance outlined for sign off at September Programme Board, outlines IG ongoing roles 	<ul style="list-style-type: none"> • Homelessness Reduction Act review findings adopted into developing practice across GM • Delivery and monitoring of Prison Discharge Protocols • Development of service framework to prevent homelessness against young people including care leavers • Upstream prevention embedded and delivered across GM • Subject to LA agreement of common approach, roll out across GM • Delivery and monitoring of GM Think System 	
6.6 Develop and implement a GM Strategic Infrastructure Strategy/Plan		<ul style="list-style-type: none"> • Influencing infrastructure providers to enable and support successful delivery of GM strategies e.g. 5 year env plan and GMSF • STEM framework agreed and implementation underway 	<ul style="list-style-type: none"> • Infrastructure Framework and Strategy produced. • Strategic infrastructure Board established • STEM framework developed and agreed. Concordat signed with MOSI to work jointly to deliver 	<ul style="list-style-type: none"> • Implementation of Infrastructure Framework and Strategy • Delivery of STEM framework to ensure supply of skills to meet future needs 	

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



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Context and challenges

- New data were available on three of the Priority 7 indicators: the headline measures on CO₂ emissions and waste recycling and diversion; and two of the energy-related supporting indicators. Neither the culture or visitor economy indicators have updated.
- There is a significant lag in reporting CO₂ emissions data, with the 2017 release only recently published. This shows that GM was slightly behind the anticipated trajectory towards the 2020 GMS target, which has been revised to align with the more ambitious trajectory in the GM 5-Year Environment Plan. Actions under the Environment Plan seek to accelerate progress towards our objective to become a carbon neutral city-region by 2038; this is considerably ahead of the UK government's commitment to cut carbon emissions to net zero by 2050.
- The 2018/19 data on the proportion of household waste recycled and the proportion diverted from landfill are provisional, awaiting verification. If confirmed, they both demonstrate improvement compared to the previous year, particularly so for diversion from landfill, which is now considerably ahead of the target position. On the proportion of waste recycled, current performance is slightly behind target, hence the amber flag that has been allocated.
- We are continuing to perform well on the energy efficiency of our buildings (as defined in Energy Performance Certificates or Display Energy Certificates). Although there was a slight decrease in the proportion of buildings rated D or above between Q2 2017 and Q2 2018, we outperform the national average by more than three percentage points in the Q2 2018 data. The GM position is less strong on renewable heat incentives (RHIs), which is the other supporting indicator to have reported: despite a 5% increase, our combined capacity (non-domestic only, but expressed as installed capacity per household) is less than half the England average. However, this is an improvement compared to the April 2019 Performance Report, when GM combined capacity was only slightly more than a third of national levels.
- Alongside the 5-Year Environment Plan, the Implementation Plan update highlights the GM Smart Energy Plan and Natural Capital Investment Plan as key to achieving our environmental ambitions. Accelerating deployment of energy generation / efficiency technologies is also a clear priority, through implementation of the GM Smart Energy Plan and scoping work for GM to become an 'Energy Transition Region'.
- The GM visitor economy is set for a radical step change over the next five years, powered by major investment in new attractions, accommodation and visitor facilities. This growth in supply will bring with it the need to increase visitor numbers and grow demand at an exceptional rate; although none of the relevant Priority 7 indicators have updated for this version of the Performance Report, the next iteration should start to demonstrate this changing landscape. In particular, a number of challenges will need to be addressed, including global competition, and the potential impact of Brexit on both leisure and business visitor numbers and the workforce.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	April 2019 – September 2019 Milestone	April 2019 – September 2019 Performance Update	New Milestone Oct 2019 – Jun 2020
7.1 Have co-produced a pathway for the next five years setting out actions to achieve an accelerated date for carbon neutrality		<ul style="list-style-type: none"> Create monitoring framework for 5 year Environment plan Develop mission based approach for clean growth Develop dedicated communications plan to raise awareness of behaviour change required and existing support mechanisms available 	<ul style="list-style-type: none"> Monitoring framework developed and implementation plan drafted Mission based approach for clean growth adopted and 5 challenge groups agreed Established first steps for challenge group to develop a Communications and Engagement strategy for GM Green City Region to support delivery of the 5 Environment Year Plan 	<ul style="list-style-type: none"> Report on progress and continued delivery of 5 year Environment plan Evaluate success of mission based approach in engaging existing groups and wider stakeholders to encourage collective action Communications and Engagement strategy drafted, work commenced on overarching strap and branding for GM Green City Region Commission and commence delivery of online training portal for carbon literacy
7.2 Accelerate deployment of energy generation/efficiency technologies	Progress is being made however GM currently has less than 50% of the UK average renewable energy installed, so further acceleration is still needed	<ul style="list-style-type: none"> Assess potential for ERDF funding to support low carbon energy generation storage and efficiency projects and consider opportunity to develop Energy Innovation Company to support future delivery. Launch GM Smart Energy Plan Complete scoping / research work for energy transition region, local energy market and local taxation levers Bid for funding to support local area energy planning, electrification of heat and other appropriate bids to support 5 year plan delivery Support GM Big Clean Switch Campaign Establish a collective PV/ battery procurement mechanism and market availability Resource efficiency, eco-innovation and low carbon sector support contracts awarded, and delivery underway 	<ul style="list-style-type: none"> 4 ERDF submissions at expression of interest stage have been assessed and approved to full application. Continued development of proposals to deliver energy efficiency and generation on public assets (Energy Innovation Company) GM Whole System Wide Smart Energy Plan launched in conjunction with the Energy Systems Catapult. Commenced scoping of Energy Transition Region proposals which will provide the platform for energy innovation. Currently reviewing stakeholder consultation feedback managed by Atkins Completed Local Energy Market scoping work and commenced development of bid for Phase 2 which incorporates Energy Master Planning Big Clean Switch, has achieved 543 household switches in GM, the target for 2019 is 1000-5000 Secured approval to launch solar PV offer to GM residents and businesses in September. Currently working with all 10 LAs to launch Solar Together GM scheme in Oct 2019 47 SMEs supported to reduce resource consumption saving 737t CO2e/pa, the 26 grants issued leveraged £80k of private investment, with a further 21 companies supported in Low Carbon Sector 	<ul style="list-style-type: none"> MHCLG contracts awarded for successful bids Prepare cost options for Leaders to deliver energy generation and efficiency (Energy Innovation Company) and carry out soft market testing. Support MMU to develop GM hydrogen strategy Subject to scoping / feasibility, bid for national funding to deliver energy transition region, local energy market and local taxation levers If funding bids successful, contract and commence delivery for energy planning, electrification of heat and other interventions Continued support for GM Big Clean Switch campaign Confirm registrations for Solar Together GM scheme in Nov 2019, converting to contracts and future installations Install additional PV/battery capacity once procured Continued support for partners in delivery of resource efficiency, eco-innovation and low carbon sector programmes to exceed contractual targets
7.3 Develop mechanisms to encourage the retrofit of public, commercial and domestic buildings		<ul style="list-style-type: none"> Retrofit report finalised and agreed. Domestic delivery underway including local energy advice programme (LEAP), 	<ul style="list-style-type: none"> Draft Retrofit Report developed – considered by the Low Carbon Hub (Jul 	<ul style="list-style-type: none"> Publication of the Retrofit Report and delivery of actions, including the first

		<p>new framework for ECO Flexibility and ongoing delivery of Warm Homes Fund (WHF) project.</p> <ul style="list-style-type: none"> Define purpose and design retrofit accelerator for GM 	<p>19) and due to be submitted for approval by the Combined Authority (Sep 19)</p> <ul style="list-style-type: none"> New framework for ECO Flexibility in place; LEAP and WHF delivery ongoing (including receiving a 'best large scale project' award for the in under the Northwest Energy Efficiency Awards Scheme) 	<p>meeting of the Retrofit Challenge Group</p> <ul style="list-style-type: none"> Successful conclusion of WHF project (Nov 19) and support of any potential successor scheme Review delivery against plan and assess opportunities to scale up delivery utilising available funding
		<ul style="list-style-type: none"> Continued delivery of Homes as Energy Systems and Energy House 2 projects 	<ul style="list-style-type: none"> ERDF Homes as Energy Systems and Energy House 2 projects delivery ongoing. GMCA providing advisory capacity 	<ul style="list-style-type: none"> Learn the lessons from the first year of delivery of Homes as Energy Systems and Energy House 2 and related demonstrator projects to inform future Energy and Research related activity
		<ul style="list-style-type: none"> Review and finalise low carbon policies in GMSF, including net zero carbon development 	<ul style="list-style-type: none"> Consultants engaged in developing the standard for a pathway to zero carbon new development 	<ul style="list-style-type: none"> Continued development of zero carbon standards and pathway as part of the GMSF proposals with refined policies incorporated in revised GMSF
<p>7.4 Continue to influence consumer behaviour/choice to achieve 60% recycling of household waste by 2025 and 90% diversion from landfill by 2020 and establish a waste to energy (biomass) pathway for residual commercial waste</p>	<p>Landfill diversion rate is on track to exceed the 2020 target; current diversion from landfill is 94%. Current household waste recycling rate is 48% (both unverified data for 2018/19, so subject to change).</p> <p>Measures are underway to increase recycling rates at HWRCs and household kerbside recycling to deliver against 2025 target.</p> <p>New Government Waste and Resource strategy supports this priority, however policy implementation is not until 2023.</p>	<ul style="list-style-type: none"> Develop and launch sustainable consumption production / circular economy report 	<ul style="list-style-type: none"> Draft report to be produced for a wider audience discussion by Sept 2019 Agreed in principle the findings of food strategy board report. Work is ongoing to develop future governance structure 	<ul style="list-style-type: none"> Completed sustainable consumption production / circular economy report Commenced development of zero waste strategy Food strategy complete, governance for food board established, commence first year of strategy delivery
		<ul style="list-style-type: none"> Undertake research on commercial and domestic waste data gaps 	<ul style="list-style-type: none"> Work to commence with Waste and Resources team and newly appointed contractor to identify gaps. Workshop session with Universities to commence in Nov 2019 	<ul style="list-style-type: none"> Appropriate next steps identified following completion of research
		<ul style="list-style-type: none"> Deliver plastic free GM campaign, including the finalisation of a public sector plastics pact 	<ul style="list-style-type: none"> Continued support of Plastic Free GM campaign. Refill bottle filling station pilot launched in Bury with Refill schemes established in 5 Districts. Public Sector Plastic Pact developed. GM Green Compostable Carrier scheme launched 	<ul style="list-style-type: none"> Deliver with partners a range of circular economy demonstrator projects including and supporting use of reusable coffee cups and further rollout of Refill scheme with 3 more publically accessible fountains installed Proposals for LA Plastic Pact submitted to Chief Executives
		<ul style="list-style-type: none"> Support delivery of successful university led projects to inform future policy development 	<ul style="list-style-type: none"> RE3 (Eliminating Plastic Waste in CE) University of Manchester project workshops complete (Work Package 1) Final seminar for MMU led Erasmus Waste Education Dec 2019. Teacher Resource Pack to be produced. IGNITION project live and work packages commencing 	<ul style="list-style-type: none"> Learn lessons and continued delivery of University-led and IGNITION projects

		<ul style="list-style-type: none"> Complete four waste consultations with 9 LA's 	<ul style="list-style-type: none"> Consultations completed March 2019. Second round of consultations expected 2020 	<ul style="list-style-type: none"> Completed second round of Government waste consultations with 9 LAs Reviewed operation of new waste contract with Suez and required infrastructure for future delivery
				<ul style="list-style-type: none"> New Milestone: Household Waste Recycling Centre Trade Waste Policy implemented from Feb 2020
7.5 Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions	Contract to be signed shortly on electric vehicle charging points	<ul style="list-style-type: none"> Complete procurement exercise for public realm EV charging points 	<ul style="list-style-type: none"> Contract to be signed shortly, implementation plan to follow but not yet confirmed 	<ul style="list-style-type: none"> Initiate delivery of new EV charging regimes
7.6 Deliver the Urban Pioneer programme as part of Defra's 25 year Environment Plan to become an exemplar in managing the urban environment		<ul style="list-style-type: none"> Commenced delivery of natural capital investment plan, utilising EU IGNITION project to support identification and investment in projects which focus on climate adaptation 	<ul style="list-style-type: none"> Launched the EU IGNITION project with scoping brief developed for commissioning the design of an Investment Readiness Fund as part of the Natural Capital Investment Plan 	<ul style="list-style-type: none"> Continue to deliver Natural Capital Investment Plan, utilising EU IGNITION project to support identification of investment and if feasible establish an investment readiness fund
		<ul style="list-style-type: none"> Support Lancashire Wildlife Trust to expand My Wild City to reach a wider audience 	<ul style="list-style-type: none"> Exploring demand for and opportunities to expand My Wild City to reach a wider audience 	<ul style="list-style-type: none"> Subject to demand and opportunities being identified expand coverage of My Wild City to reach a wider audience
		<ul style="list-style-type: none"> City of Trees to complete development of tree and woodland strategy 	<ul style="list-style-type: none"> Continued development of GM Tree and Woodland strategy by City of Trees with launch in October 2019 	<ul style="list-style-type: none"> Commenced delivery of tree and woodland strategy
		<ul style="list-style-type: none"> Further feasibility investigations undertaken for possibility of Environment Fund 	<ul style="list-style-type: none"> Further due diligence work has been undertaken with EA/Others on set up of the Environment Fund 	<ul style="list-style-type: none"> Subject to outcome of feasibility work set up Environment Fund
		<ul style="list-style-type: none"> Utilise the findings of existing work under Urban Pioneer and natural course project to engage more people with the value of a good quality environment 	<ul style="list-style-type: none"> Continued work with partners to increase engagement in natural environment including identifying opportunities for a more integrated natural capital stakeholder engagement programme. Phase 2 Natural Course report and Phase 3 programme submitted to EU 	<ul style="list-style-type: none"> Complete Urban Pioneer Project (March 2020) and develop an integrated stakeholder engagement programme Work with Coordinating Beneficiary to seek timely approval of Natural Course Phase 3 programme and commence delivery of actions
		<ul style="list-style-type: none"> Completion and launch of Business Tourism Strategy and Action Plan via Internationalisation & Marketing Advisory Board and commence delivery 	<ul style="list-style-type: none"> GM Business Tourism Strategy launched June 2019. Fully costed Year 1 and Year 2 Action Plans prepared in consultation with Manchester Central and industry partners 	<ul style="list-style-type: none"> Identify resource to deliver the GM Business Tourism Year 1 Action Plan Continue to identify and bid for opportunities to host major international conferences and business events
7.7 Increased the value and scale of GM's visitor economy	Funding needs to be secured to deliver GM action plan, delivery of which will support the achievement of the 2020 action	<ul style="list-style-type: none"> Development and delivery of focussed GM cultural campaign in domestic and EU markets 	<ul style="list-style-type: none"> Delivered domestic and European cultural marketing campaign to support Manchester International Festival Continued development of new products including new day excursions from Manchester 	<ul style="list-style-type: none"> Continued development of tourism product, including Visitor Pass and content for the national Visit Britain digital platform pilot programme Develop a collaborative cultural plan in partnership with cultural sector and GMCA
		<ul style="list-style-type: none"> Develop and deliver new annual marketing plan targeting GM's priority markets 	<ul style="list-style-type: none"> Developed and began delivery of an annual marketing plan which sets out delivery actions and performance measures 	<ul style="list-style-type: none"> Complete delivery of annual marketing plan and Year 1 VisitBritain SLA programme Continued delivery of marketing plan and monitor progress

			<ul style="list-style-type: none"> Delivered campaigns in partnership with carriers and industry in key markets including China, Europe, USA and GCC 	
7.8 Implement the GM Cultural Investment programme and Great Places project to substantially increase cultural engagement across GM		<ul style="list-style-type: none"> Deliver Culture Strategy and development of cultural investment approach (2020 onwards) 	<ul style="list-style-type: none"> Delivery of strategy underway. Proposal for cultural investment approach to be considered by GMCA in September 	<ul style="list-style-type: none"> Further implementation of Culture Strategy. Bidding round completed for cultural investment funds. Contracts awarded and delivery underway from April 2020
		<ul style="list-style-type: none"> Town of culture programme launched 	<ul style="list-style-type: none"> Proposal to be considered by GMCA in September 	<ul style="list-style-type: none"> Subject to GMCA agreement, bidding round completed and first Town of culture live in 2020
		<ul style="list-style-type: none"> Culture Partnership established and ongoing 	<ul style="list-style-type: none"> Cultural Steering group established and meeting three times a year to advise on policy and strategy and guide delivery 	<ul style="list-style-type: none"> Culture Steering Group continues to meet; Members to be involved in Town of Culture judging panel

DRAFT

GMS Priority Eight - Safer & Stronger Communities

Select Area
TBC



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

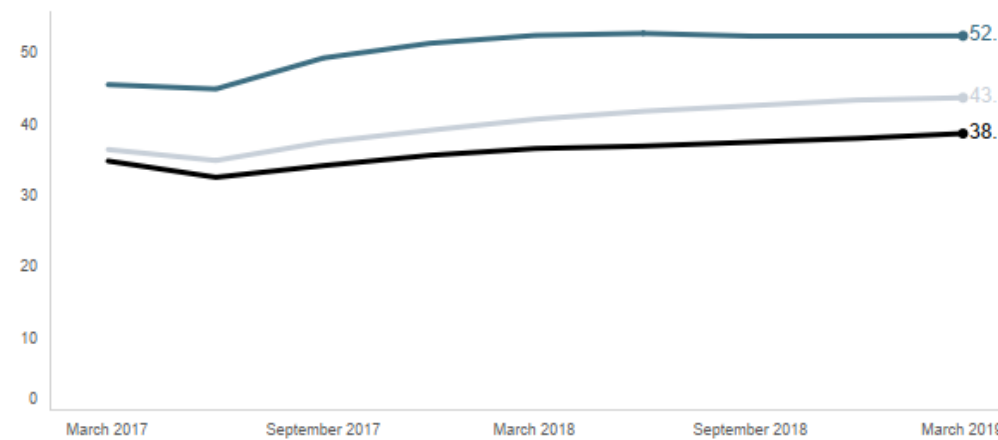
Headline & Supporting Indicators

In the year up to March 2019, there were **52.5 personal crimes** per 1,000 of the GM population



13.7 per 1,000 higher than the average for England and Wales

Roughly the same when compared to the previous 12 month period



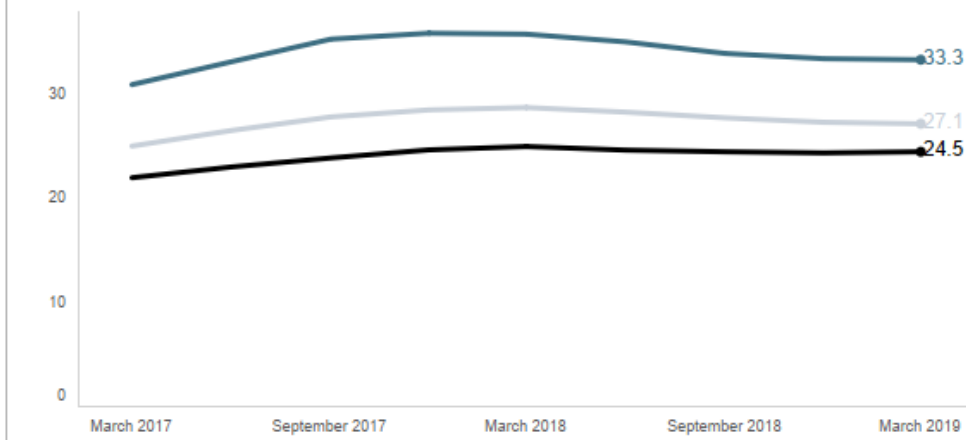
Household Crime: vandalism; domestic burglary; vehicle-related theft; bicycle theft and other household theft. Respondents are asked whether anyone currently residing in the household has experienced any incidents within the last 12 months.

In the year to March 2019, there were **33.3 household crimes** per 1,000 of the GM population



8.8 per 1,000 higher than the average for England and Wales

A decrease of **6.9%** compared to the previous 12 month period



Personal Crime: theft from the person; snatch theft; stealth theft; other theft of personal property; all Crime Survey for England and Wales (CSEW) violence; wounding; assault with minor injury; assault with no injury and robbery. Personal crimes only relate to the respondent's own personal experience, not that of other people in their household.

Greater Manchester National Average Regional Average

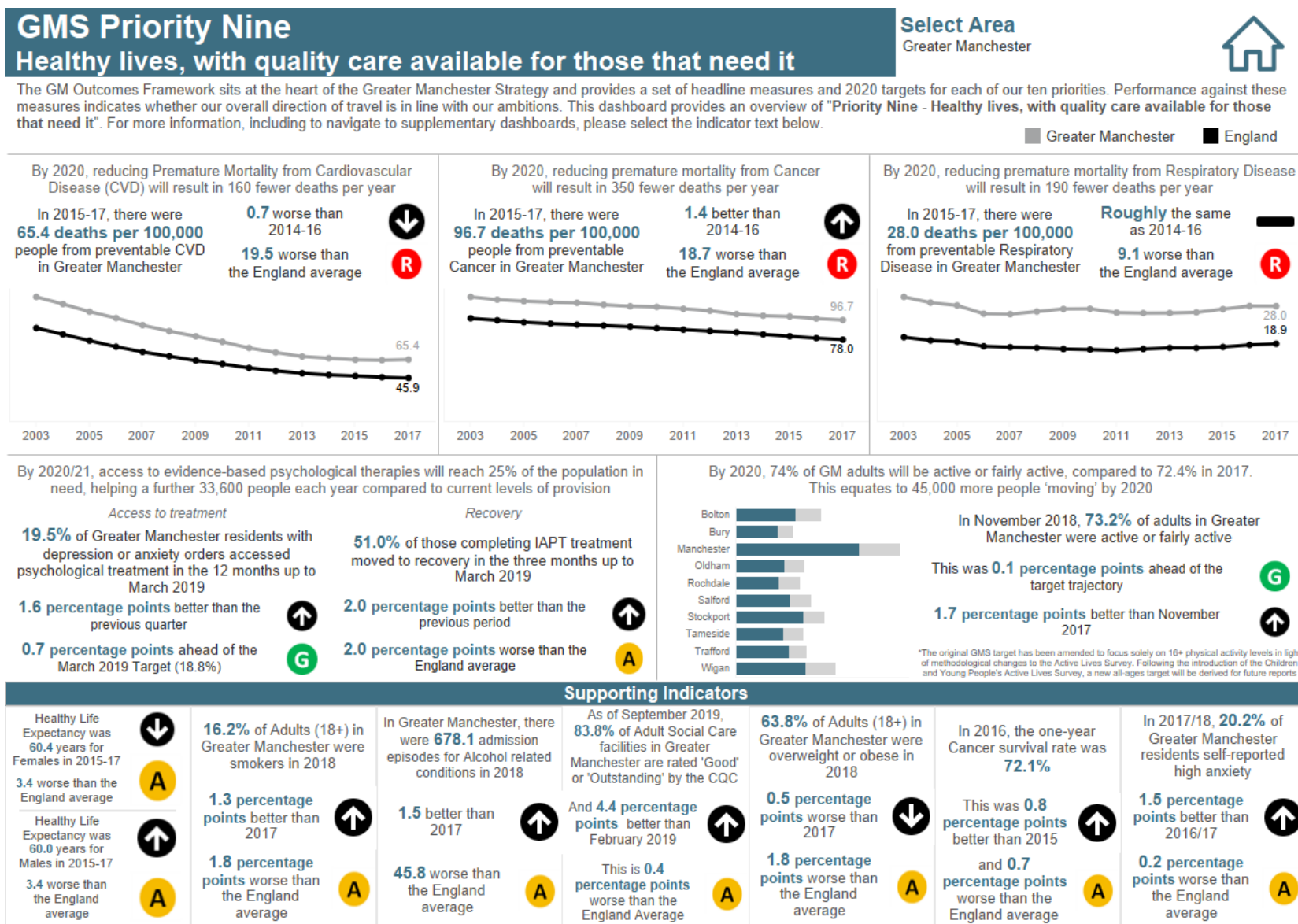
The outcomes framework for *Standing Together*, the GM Police and Crime Plan (PCP), is nearing publication. The GMS Priority 8 indicators will be revised to align with the PCP framework once finalised.

Context and challenges

- The GM Police and Crime Plan (PCP) Outcomes Framework is approaching finalisation, and will provide a basis for updating the GMS Priority 8 suite of indicators. In the interim, we continue to report on household and personal crime rates, both of which have new data available from the latest release of recorded crime statistics.
- The data for the year to March 2019 show that personal crime (expressed per 1,000 of the resident population) remained roughly unchanged compared to the previous year. In contrast, the average personal crime rate for England and Wales increased from 36.7 crimes per 1,000 population to 38.8. However, the GM personal crime rate has remained consistently above the England and Wales average, with an enduring gap of some 13-15 crimes per 1,000 since September 2017.
- Household crime in GM is also significantly above the England and Wales average, although rates have decreased significantly when comparing the year to March 2019 data with that for the previous year. The gap between GM and England and Wales has also narrowed, now standing at 8.8 crimes per 1,000 of the population, as opposed to 10.7 crimes per 1,000 for the year to March 2018.
- It is important to consider the context underpinning the data, including significant funding cuts since 2010, which led to the loss of a significant number of front-line officers and support staff. Alongside, the severity of crime in GM has increased disproportionately compared to the national position. A further caveat concerns police crime recording practices, which as part of a national initiative, have become more inclusive – this has resulted in more crimes recorded by police forces, but changes to practice have been made at different times by different forces, making comparison of one area with another problematic.
- Under broader ambitions outlined in the Priority 8 Implementation Plan, a GM Resilience Strategy is in development, to be followed by an Action Plan for the 2019-24 period.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
8.1 Develop and implement a GM Resilience Strategy which includes the findings from the Kerslake Review and Cohesion Commission, in partnership with 100 Resilient Cities		<ul style="list-style-type: none"> Publish GM Resilience Strategy 	<ul style="list-style-type: none"> Evidence base established GM Resilience Unit has led the response and recovery to a number of major no notice incidents, including, but not limited to the Manchester Arena attack recovery, moorland fires, EU exit, Toddbrook reservoir and Stockport flooding. These have taken priority over the drafting of the strategy, however the valuable lessons that these incidents have brought to light will assist in the strategy development and ensuring its fit for purpose until 2030 100 Resilient Cities is currently undergoing a transformation of its structures, financing and governance arrangements. These new arrangements will need to be reflected in the draft GM Resilience Strategy 	<ul style="list-style-type: none"> Publish GM Resilience Strategy and begin Implementation through the Action Plan (2019-2024)
8.2 Develop with partners a clear strategy as to how we will jointly prioritise our local responses to calls from members of the public for services on the basis of threat, harm and risk. This will include community safety partnership responses as well as calls to the police.		<ul style="list-style-type: none"> District level reports and actions to be developed 	<ul style="list-style-type: none"> District reports are accessible through the police and crime dashboard that has been developed by the GMCA. Milestone complete 	
		<ul style="list-style-type: none"> Outcomes framework to be signed off by the Deputy Mayor 	<ul style="list-style-type: none"> Format of the outcomes framework agreed by the Deputy Mayor 	<ul style="list-style-type: none"> Ongoing reporting against the framework at district level
		<ul style="list-style-type: none"> Quarterly GM reporting against the framework to Police and Crime governance 	<ul style="list-style-type: none"> Draft progress reports underway an updated format to be presented to the Deputy Mayor's Executive on the 24th September 2019. 	<ul style="list-style-type: none"> Report to police and crime panel outlining key achievements, supported by the police and crime outcomes framework and survey results
8.3 Have a series of established programmes that raise awareness of online vulnerability and risks and informs practice to keep people safe, reduce harm and build strong communities. This will include regular communication with communities about emerging threats and actions they can take to protect themselves.		<ul style="list-style-type: none"> Development of digital security centre in collaboration with businesses and educational establishments 	<ul style="list-style-type: none"> The GM Cyber Security Centre is due to launch in late 2019, following an engagement event with industry partners. An MOU is being drafted to outline the roles and responsibilities of GMP, Manchester Digital and GMCA. 	<ul style="list-style-type: none"> GM and district level programme of work to be in place supported by intelligence as to current risks
		<ul style="list-style-type: none"> Presentation to all community safety partnerships through the police and crime steering group 	<ul style="list-style-type: none"> Presentation to all CSPs through the Police and Crime leads has taken place. Milestone complete 	
		<ul style="list-style-type: none"> Sharing information to enable community safety partnerships to better target at risk communities 	<ul style="list-style-type: none"> Consultation with all CSPs currently being planned to share intelligence and support the development of local preventative approaches 	<ul style="list-style-type: none"> Consultation complete and approach agreed
8.4 Have an effective and consistent approach to reports of violence against women and girls across our partnerships		<ul style="list-style-type: none"> Strategy to be launched September 2019 and implementation plan developed in consultation with GM and district partnerships 	<ul style="list-style-type: none"> Evidence collection phase and initial engagement programme completed. Findings from this work to be incorporated into wider engagement plan and strategy development 	<ul style="list-style-type: none"> Integrated and consistent approach at GM and district level with agreed standards for delivery and access

		<ul style="list-style-type: none"> Development of an aligned commissioning plan to deliver specialist and prevention services 	<ul style="list-style-type: none"> Commissioning plan will be developed to reflect engagement feedback, GM Victim Services review and following strategy sign off. 	<ul style="list-style-type: none"> Socialisation process for the strategy will be completed prior to strategy launch
		<ul style="list-style-type: none"> Incremental GM wide roll out of STRIVE service. Salford, Stockport, Trafford, Rochdale, Tameside and Oldham to be completed 	<ul style="list-style-type: none"> Milestone complete 	<ul style="list-style-type: none"> Roll out to Manchester North in November will then achieve full GM coverage of the volunteer network
8.5 Have tailored responses to all victims of crime that meet their needs		<ul style="list-style-type: none"> VAWG Commissioning plan to be in draft July 19 with services in place by September 19 	<ul style="list-style-type: none"> Strategic Victim Services Review now being undertaken to report Nov 2019. Public survey, focus groups and call to evidence underway. Emerging findings including needs assessment to report September 19. 	<ul style="list-style-type: none"> All commissioned services share information to ensure that victims receive timely and effective services
		<ul style="list-style-type: none"> Develop options appraisal for Victims data sharing tool and develop business case 	<ul style="list-style-type: none"> Now aligned to GM Smart Resident developments. Briefing with Deputy Mayor on victim services implications Sept 19. 	<ul style="list-style-type: none"> Business case implementation to be underway
8.6 Develop and implement an approach that will provide support to our most vulnerable citizens by making sure that all those delivering our health and justice services, including the voluntary sector, work together to solve problems and improve lives.		<ul style="list-style-type: none"> Needs assessment presentation to stakeholders and services in May 19 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Evaluation of implementation plans to identify what has worked (prevention, offenders and location.) Event held to share learning Service users engagement provider to be established to support Health and Justice strategy development
		<ul style="list-style-type: none"> Reference point for development of the VAWG strategy and Serious Violence action plan 	<ul style="list-style-type: none"> Completed 	
		<ul style="list-style-type: none"> Draft specification to be shared with members of the GM Health and Justice Board at workshop 4th June 	<ul style="list-style-type: none"> Completed 	
		<ul style="list-style-type: none"> Procurement process to commence, subject to Health and Justice Board approval 	<ul style="list-style-type: none"> Work underway to confirm funding stream. Specification co-produced with people who have lived experience. 	
8.7 Have a consistent approach to complex safeguarding of children which reflects the findings of the CSE assurance exercise	Continued development of approach – being overseen by Children’s Board	<ul style="list-style-type: none"> Publish report and continue discussions to agree approach for next phases 	<ul style="list-style-type: none"> The report will be published before the end of the year. Discussions on future assurance are ongoing between the lead CX for Children, the Chief Constable, the Mayor, Deputy Mayor and leaders to ensure that the approach informs practise and is robust 	<ul style="list-style-type: none"> Agreed approach for next phases underway
8.8 Develop channels of communication to facilitate information sharing and better relationships between neighbourhood teams and communities		<ul style="list-style-type: none"> Deputy Mayor to confirm district allocations for 19/20 and develop good practice examples for engagement and co-production with communities 	<ul style="list-style-type: none"> Planning for shared learning event underway (October 2019) when district approaches will be presented by communities, statutory and voluntary sector organisations. 	<ul style="list-style-type: none"> Evaluation report to be completed that identifies good practice to inform future years approaches



Context and challenges

- Updated data are reported for the psychological treatment (IAPT) headline measures, along with the supporting indicators on the proportion of adults who are smokers, quality ratings for adult social care locations, and one-year cancer survival rates.
- We are now ahead of the trajectory towards the nationally defined target for 25% of the population in need to have access to IAPT (Improving Access to Psychological Therapies) services by the end of 2020/21. There has also been a significant uplift in the proportion of people completing IAPT treatment who moved to recovery, although this remains below the national average.
- Smoking rates have decreased, with 16.2% of the GM adult population smoking in 2018, a reduction by 1.3 percentage points compared to 2017 and equating to 28,000 fewer smokers. GM's smoking reduction rate in 2018 was twice that of England, and more recent local data from the Smoking Toolkit Study suggest that GM is closing the gap in prevalence with England, with far higher rates of quitting activity (42% making a serious quit attempt in the last quarter, compared to 28% nationally). The data seem to be demonstrating the impact of initiatives such as *Make Smoking History* and *Smoking in Pregnancy*, as well as the GM Cancer Plan and wider population health activity. Based on the improvement demonstrated in the more recent local data, we are confident of achieving our target for 13% or fewer GM adults to be smoking by 2021; for this reason, an amber performance rating has been allocated.
- The proportion of adult social care locations rated as 'good' or 'outstanding' by the Care Quality Commission (CQC) has increased significantly, with 83.8% receiving this rating in September 2019. This was slightly below the national average, but the gap was relatively marginal, and much smaller than that reported in previous dashboards.
- Cancer survival rates at one year post-diagnosis have improved, increasing by nearly a percentage point between 2015 and 2016 (the dates represent the point of diagnosis, with the data collated a year later). Again, the 2017 data for GM show under-performance relative to the national average, but the gap has narrowed from 1.1 percentage points in the 2015 data to 0.7 in the current release.
- Due to methodological changes in the source data, the target for levels of physical activity amongst GM residents has been revised to focus on adults only, rather than the previous target that also included children and young people. Although new data have not been released since the April 2019 performance report, the November 2018 data demonstrate that GM is just out-performing the trajectory towards the redefined 2020 target.
- All of the updated data report positive progress, albeit they also highlight the relative scale of the challenge in terms of the poor health outcomes experienced by many of our residents compared to other areas of the country. There remains unacceptable variance in health outcomes across areas within GM, and this forms a core focus of the integrated neighbourhood working that is being implemented by Local Care Organisations (LCOs) in the ten localities. Inevitably, it will take time for the impact of much of this activity to be demonstrated in the data, and particularly so for the headline measures on premature mortality from cardiovascular disease, cancer and respiratory disease, which may take a generation to reflect change fully. The Implementation Plan update highlights the role of the GM Population Health Programme in promoting healthy behaviours that will lead to longer-term health benefits and reduced health inequalities, alongside more immediate activity that includes a mental health investment programme, workforce development strategy, the reconfiguration of acute services, and primary care and adult social care transformation. The GM Health and Social Care Prospectus, published earlier this year, sets out our forthcoming plans for the next phase of health and social care transformation in the city region.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
9.1 Implement population health programme to deliver the GM population health outcomes		<ul style="list-style-type: none"> Develop proposals for wider Population Health System Reform and the development of a GM Population Health System 	<ul style="list-style-type: none"> Work is ongoing to develop proposals. This includes: Kings Fund commission; workshops re formal powers and sustained investment; establishment of system leaders reference group 	<ul style="list-style-type: none"> PEB approval sought for recommendations re system reform Commence a programme of work for implementation aligned with broader system reform
		<ul style="list-style-type: none"> Complete an Annual Review and Forward Look in relation to the GM Population Health programme 	<ul style="list-style-type: none"> Milestone achieved and report signed off at July joint meeting of GMCA and GMHCB. Milestone complete 	
		<ul style="list-style-type: none"> Continue to full delivery of the GM Population Health Plan 	<ul style="list-style-type: none"> All programmes are in delivery under the leadership and oversight of the GM Population Health Programme Board chaired by Carolyn Wilkins (CX Oldham Council and AO Oldham CCG) 	<ul style="list-style-type: none"> In addition to the PH Plan, a GM Mental Wellbeing Programme will commence, funded by GMHSCP and led by GM Directors of Public Health. This will be supported by the launch of the Mental Health Prevention Concordat, and the refresh of the GM Mental Health Plan
		<ul style="list-style-type: none"> Develop proposals for a joint GM / PHE app-based approach to Incentivising Healthy Behaviour 	<ul style="list-style-type: none"> An assessment of feasibility and cost has led to a review of the desirability of this programme. A decision on the future of this programme is due to be taken at PEB 	<ul style="list-style-type: none"> Decision regarding the future of this programme
		<ul style="list-style-type: none"> Finalise the ongoing independent review of the GM Food System 	<ul style="list-style-type: none"> Review completed and report received by GM Population Health Programme Board 	<ul style="list-style-type: none"> Develop a GM Good Food Strategy and a GM Healthy Weight / Obesity Strategy
		<ul style="list-style-type: none"> Develop a GM 'Ambition for Alcohol' 	<ul style="list-style-type: none"> Work is ongoing to develop a GM Ambition for Alcohol building upon the insight secured through the GM Big Alcohol Conversation. This is due for completion by March 2020 	<ul style="list-style-type: none"> Review the year 1 ambitions of the GM Drug and Alcohol Strategy Implementation Plan Complete the development of a GM Ambition for Alcohol
		<ul style="list-style-type: none"> Launch the GM Alcohol Exposed Pregnancies Programme 	<ul style="list-style-type: none"> Milestone Complete. Programme launched and now in delivery 	
		<ul style="list-style-type: none"> Atrial fibrillation activity: Continue to close the prevalence gap across GM with a range of initiatives. All localities to achieve 84% 	<ul style="list-style-type: none"> HInM offer of support made to all localities and HInM is now working closely with all 10 localities to ensure continued activity regarding detection of atrial fibrillation. Year on year the detection rates have increased and all localities are engaged. HInM working with GMCA to get access to in year data to show progress being made in a timely manner 2019/20 QOF data is due Oct 19. 7 training sessions on AF and use of mobile devices have taken place with clinical staff and members of the public (Community volunteers) across GM 77 additional AliveCor devices have been deployed in this period Engagement continues with regard to Atrial fibrillation Protect to ensure all localities are informed of offerings to support virtual clinics and audits. Challenges in obtaining in year metrics being addressed via GMCA engagement 	<ul style="list-style-type: none"> Achieve Patient benefit target: 1,200 patients diagnosed with atrial fibrillation throughout 19/20

			<ul style="list-style-type: none"> Provision of Industry funding made – declined by some localities due to anxieties around industry partnership – similar patterns emerging nationally – HInM addressing by reassuring localities of AHSN roles in facilitating support offers and support for due diligence 	
		<ul style="list-style-type: none"> Development of protocol and policy to include training being led by GM SCN 	<ul style="list-style-type: none"> This refers to the development of a Hypertension policy for GM which is being led by GME SCN – HInM continue to offer input as required 	<ul style="list-style-type: none"> Continue to support SCN to gain clinical consensus on approach and ensure alignment with LTP
		<ul style="list-style-type: none"> MyHealth MyCOPD training/initiation meetings for all 7 Localities in preparation for go live and application with relevant patients 	<ul style="list-style-type: none"> Training delivered 3/7 localities Implementation meetings completed. 2 localities now distributing MyCOPD app licenses to applicable COPD patients. Regional engagement event scheduled for 27th Sept 19 	<ul style="list-style-type: none"> Monitoring and evaluation of MyCOPD app and activity
		<ul style="list-style-type: none"> Final report COPD 3rd party reviews in Tameside expected to demonstrate optimised meds in line with GMMMG guidelines 	<ul style="list-style-type: none"> Final report: COPD therapy review service delivered in 31/37 practices. 2,251 patients identified against review protocol. 1,133 were required to attend clinic. Treatment regimens optimised against GMMMG guidelines Funding secured for additional locality reviews 	<ul style="list-style-type: none"> Additional locality 3rd party reviews to be undertaken
		<ul style="list-style-type: none"> COPD 3rd party reviews to be completed in 14 Manchester CCG practices 	<ul style="list-style-type: none"> In progress, awaiting final report 	<ul style="list-style-type: none"> In progress, awaiting final report
		<ul style="list-style-type: none"> Commence 12 month programme to implement Manchester CCG Quality Standard incorporating one COPD virtual clinic meeting per practice for 2019/20 	<ul style="list-style-type: none"> 12 COPD educational virtual clinics delivered, 14 booked for (Sept/Oct) 	<ul style="list-style-type: none"> Continued roll out of virtual clinic meeting per practice with completion Q4
		<ul style="list-style-type: none"> COPD Virtual learning hub launch Q1 (GP Excellence website). Potential development to include clinical CPD to be explored and if supported, implemented 	<ul style="list-style-type: none"> Virtual Learning Hub launched April 19. Awaiting approvals for developing an additional training programme (UoM Decide e-learning platform) for roll out across GM 	<ul style="list-style-type: none"> Evaluation of use and impact of virtual learning hub with shared learning
		<ul style="list-style-type: none"> Hep-C: Complete community pharmacy point of care testing pilot in 8 sites with final report and learns in readiness for scale up in 19/20 	<ul style="list-style-type: none"> Pilot completed. 154 clients tested, 34 identified as positive for HepC. 2 commenced treatment. Demonstrating the need to deliver treatment at point of care in community 	<ul style="list-style-type: none"> Scale up - opportunity dependant on national NHSE procurement tender outcomes
		<ul style="list-style-type: none"> Hep-C: Planning for a rapid point of care testing pilot in Forest Bank in Q1, to commence in Q2 	<ul style="list-style-type: none"> Behind schedule due to NHS tender process. Anticipated to go live Oct 19 	<ul style="list-style-type: none"> Complete evaluation of rapid point of care testing
		<ul style="list-style-type: none"> Develop outline Hep C delivery plan, in response to anticipated NHSE Tender announcement (due May 2019), in partnership with GM Elimination Steering Group and industry partners 	<ul style="list-style-type: none"> NHS Tender announced 16th May. Outline delivery plan drafted for presentation to GM system Oct 19 	<ul style="list-style-type: none"> Align delivery plan to scale up opportunity identified with clear milestones and measures
9.2 Establish a fully integrated health and social care system to break down historic barriers and improve outcomes for all residents and patients	The amber rating reflects variation in the maturity of integrated commissioning and provider arrangements across the 10 localities.	<ul style="list-style-type: none"> 3rd paper of LCO development to be received by PEB. Outlining progress in last 12 months and look forward to 2019/20 objectives and support package- including establishment of 10 LCO chief officer group 	<ul style="list-style-type: none"> LCO CO group established with proposal to establish an operational group of senior LCO leaders to support it and revision of the LCO network 	<ul style="list-style-type: none"> 4th paper on LCO development to identify objectives and support package for 2020/21

		<ul style="list-style-type: none"> Focus on implementation and impact of proactive LCO's neighbourhoods - demonstrated with a collation of metrics and stories 	<ul style="list-style-type: none"> Kings Fund and the 'Learning Studio' facilitated session with LCO network on developing impactful narrative. Sub group set up to develop a short list of GM integrated neighbourhood metrics 	<ul style="list-style-type: none"> Greater focus on developing place-based integration, (GM unified public service) the role and contribution of LCOs as population health management systems
9.3 Implement a Mental Health programme and Investment Proposition to improve access and deliver parity of esteem between mental and physical health		<ul style="list-style-type: none"> Phase 3 Mentally Healthy Schools will commence from September 19 – 125 schools and colleges 	<ul style="list-style-type: none"> Phase 3 programme has been fully developed and is on course to provide services into the 125 schools & colleges throughout the academic year 2019/20 	<ul style="list-style-type: none"> Mental Health Support Teams (the first two) will be fully mobilised and deployed into two localities (Pilot basis) by April 2020
		<ul style="list-style-type: none"> Liaison Mental Health Stockport recruitment being progressed, Bolton - Phase 2 recruitment has commenced 	<ul style="list-style-type: none"> Programme is progressing well with recruitment continuing being progressed on phase 2 acute hospital sites, including Stockport and Bolton 	<ul style="list-style-type: none"> Liaison Mental Health offer (including alternative models to Core 24) to be rolled out to other sites on a phased basis across 2019-21 GM will be working towards 24/7 CRHT functions for adults, operating in line with best practice
9.4 Implement a H&SCP Workforce strategy to ensure our workforce is supporting new models of care		<ul style="list-style-type: none"> Complete phase 1 evaluation and deliver phase 2 of Nursing recruitment campaign 	<ul style="list-style-type: none"> Undertook evaluation of phase 1 of GM Nurse Recruitment campaign to inform phase 2 of the campaign. Analysis of the returns received is positive, reporting an overall increase in recruitment figures during the campaign, however organisations commented that they could not attribute this solely to the campaign. Phase 2 delivery underway and will run from September 2019 Baseline information has been requested from Organisations to enable the PMO to complete a post campaign 	<ul style="list-style-type: none"> Complete full evaluation of Nursing recruitment campaign
		<ul style="list-style-type: none"> Explore expansion and further development of commitment 	<ul style="list-style-type: none"> Proposal developed on expansion of continuous service commitment to include a number of additional public sector organisations 	<ul style="list-style-type: none"> Ensure continuous service commitment embedded Engage on proposal and commence implementation of expansion if supported
		<ul style="list-style-type: none"> Launch guaranteed employment scheme 	<ul style="list-style-type: none"> A draft GM Guaranteed Employment offer, upon qualification for student nurses who train in GM, has been developed between the PMO and two organisational HR Directors. Currently finalising practicalities with organisations ready for launch 	<ul style="list-style-type: none"> Launch and embed scheme
		<ul style="list-style-type: none"> Build locality webpages in collaboration with Employers for Carers to further support toolkit roll out 	<ul style="list-style-type: none"> All ten localities have provided content for the webpages (both internal and external facing). GM page and constituent locality pages subsequently built and launched in August 2019. Targeted communications provided for each locality 	<ul style="list-style-type: none"> GM-wide promotion of the resources available on Carers Rights Day November 2019 Analysis on SME take-up to be undertaken by March 2020
		<ul style="list-style-type: none"> Continue to deliver against workforce race equality action plan 	<ul style="list-style-type: none"> Workforce race equality action plan has commenced delivery Launched applications for the RECAP (Race Equality Change Agents Programme) as our first intervention from the Northern Care Alliance on the Workforce Race Equality agenda Worked across Equality, Diversity and Inclusion (EDI) Leads from the public sector to develop the metrics associated with 	<ul style="list-style-type: none"> Continue to deliver against workforce race equality action plan

			measuring change on the Workforce Race Equality agenda	
		<ul style="list-style-type: none"> Hold Health & Care Champion Awards ceremony 	<ul style="list-style-type: none"> 2019 Health & Care Champion Awards ceremony held 4th July 2019 	<ul style="list-style-type: none"> Agree plan for next year
		<ul style="list-style-type: none"> Priority areas agreed and business case for further roll out completed of leadership programme for Registered Managers 	<ul style="list-style-type: none"> Case for further roll out agreed, to include an 'aspiring manager' programme. This programme (cohort of 46) commenced July 2019. Business case presented to GM DASS meeting September 2019 with a view to agreeing a pan-GM approach to leadership development for Registered Managers and aspiring Registered Managers 	<ul style="list-style-type: none"> Delivery of wider locality roll out of leadership programme for Registered Managers commenced
		<ul style="list-style-type: none"> Aspiring Manager pilot cohort identified, programme content co-designed and delivery commenced 	<ul style="list-style-type: none"> As above, this has been incorporated into the Registered Manager leadership programme as a whole. Content was co-designed between May and June, and delivery commenced July 2019 	<ul style="list-style-type: none"> Evaluation of Aspiring Manager pilot and plan for sustainability drawn up
9.5 Make significant progress in reconfiguring acute services to ensure we have high quality, consistent clinical standards across hospital care	The amber rating reflects the time requirements and risk in delivering a complex and wide-ranging transformation programme across a significant range of sites, involving many providers and all commissioners.	<ul style="list-style-type: none"> Neuro-rehabilitation model of care Business Case for approval at JCB in June 2019 	<ul style="list-style-type: none"> The Neuro Rehabilitation MOC was approved on the 18th June 2019. This Programme of work is now in the implementation phase being led by Salford CCG 	<ul style="list-style-type: none"> Neuro Rehabilitation Implementation plan to be agreed Sub-group's to be established in key areas to support early progress towards implementation
		<ul style="list-style-type: none"> Other models of care: Options appraisal to JCB planned for May – July 2019. Decision making steps from July 2019 	<ul style="list-style-type: none"> JCB reviewed the evidence in July and requested additional information on each option The JCB will be presented with further evidence on each option and a recommendation on the 17th September 2019 	<ul style="list-style-type: none"> Commence the development of the PCBC's for Breast / Benign Urology / Vascular / Paediatric Surgery / respiratory services Approve the MSK & Cardiology MoC's
		<ul style="list-style-type: none"> Assurance, health scrutiny and business case planning underway 	<ul style="list-style-type: none"> NHS E & The Joint Health Scrutiny Committee have been updated. Further updates will occur one the JCB agree for the ISC Programme Board to move to the next stage and develop PCBCs 	<ul style="list-style-type: none"> Pass through the Stage One NHS E assurance process Update the Joint Health Scrutiny Committee
		<ul style="list-style-type: none"> Creation of aligned GMCA/GMHSCP Information Governance and Cyber Security Roadmap and appropriate aligned IG framework 	<ul style="list-style-type: none"> Draft roadmaps have been created, integration and finalisation has been delayed by GM strategy refresh IG framework is under way, with a project due to deliver by end Nov this year 	<ul style="list-style-type: none"> Finalisation and integration of IG framework and draft roadmaps
		<ul style="list-style-type: none"> Secure approval of Prehab4 Cancer PAF 	<ul style="list-style-type: none"> The Prehab4Cancer Project Assessment Form (PAF) went to IPMC on 29/03/19 and approved to support the development of a digital platform. (See below for details of activity since March). Milestone complete 	
		<ul style="list-style-type: none"> Work to develop with Industry partners a specification for a Prehab4 Cancer Digital platform solution to support ERAS+ programme 	<ul style="list-style-type: none"> Progress has been slow on this, but we are in discussions with Doctor Doctor via the Christie. Discussions are ongoing currently. If discussions are unfruitful then a spec has been drawn up to go out to tender if necessary An application has been submitted to the Digital Transformation fund to support the second milestone, through GM Cancer. Outcome expected end of Sept-2019 	<ul style="list-style-type: none"> Develop digital platform with a testing plan Secure additional funding to support digital solution

		<ul style="list-style-type: none"> Wigan and Tameside are also in talks with the ERAS+ Clinical Lead about expanding their enhanced recovery offer 	<ul style="list-style-type: none"> Tameside are embedded in the ERAS+ programme as an active site. Discussions with Wigan & Leigh are still on going 	
9.6 Ensure delivery of the Primary Care Reform Strategy to improve patient access and put primary care at the centre of place-based delivery models		<ul style="list-style-type: none"> Continue to collate quarterly monitoring information of 7 day GP access 	<ul style="list-style-type: none"> All localities continue to offer 7 day access, providing full population coverage A review is underway to ensure extended access is being promoted on practice websites and is being routinely offered alongside 'in hours' appointments Direct booking is in place in two localities (Oldham and Manchester). Work is ongoing with NHS Digital and the clinical system providers to facilitate direct booking in the remaining localities 	<ul style="list-style-type: none"> Embed 7 day additional access as part of local neighbourhood offer Ensure additional access appointments are offered routinely alongside 'in-hours' appointments Ensure direct booking is in place from NHS 111 into additional access hubs (where technology allows)
		<ul style="list-style-type: none"> Continue to collate case studies of reform programme on a quarterly basis 	<ul style="list-style-type: none"> Localities continue to provide case studies to demonstrate the impact of the GM primary care reform programme 	<ul style="list-style-type: none"> Case studies used to demonstrate the impact of the GM primary care reform programme
		<ul style="list-style-type: none"> Continue to roll out Active Signposting and Clinical Correspondence training 	<ul style="list-style-type: none"> There are now over 2000 members of general practice admin and clerical staff trained in active sign posting and care navigation 	<ul style="list-style-type: none"> Continued roll out of care navigation and clinical correspondence training
		<ul style="list-style-type: none"> All 10 localities for GM will have a commissioned social prescribing model 	<ul style="list-style-type: none"> Nine localities have commissioned social prescribing; the tenth (Trafford) have commissioned social prescribing by service (hospital, social care and now mental health), so have some coverage but not universal 	<ul style="list-style-type: none"> Aim to see all ten localities with ongoing commitments to social prescribing in their Locality Plan refresh documents
		<ul style="list-style-type: none"> To develop approach to and measure impacts of social prescribing across whole of GM 	<ul style="list-style-type: none"> Quarterly data collections on social prescribing activity now taking place across GM to standard definitions 	<ul style="list-style-type: none"> Review of social prescribing outcome measures currently being used by GM localities, with a view to reaching an agreed set to use
		<ul style="list-style-type: none"> Support completion of social prescribing IT business case 	<ul style="list-style-type: none"> Business case completed and submitted. Decision due on 26 Sept 	<ul style="list-style-type: none"> Procurement process and subsequent contract management arrangements in place, subject to successful business case outcome
		<ul style="list-style-type: none"> Develop stories from varying perspectives to highlight the value of social prescribing to different parts of the system 	<ul style="list-style-type: none"> Written and filmed case studies and personal stories from different perspectives – client, commissioner, link worker etc – now gathered 	<ul style="list-style-type: none"> Continue and expand work to gather further case studies/personal stories to ensure coverage across all GM localities
		<ul style="list-style-type: none"> Programme ceases Sep 2019 	<ul style="list-style-type: none"> Extension of the PCCA programme to March 2020 agreed; funding in place 	<ul style="list-style-type: none"> Options for hosting PCCA related work where necessary at GM level, being scoped and discussed
		<ul style="list-style-type: none"> Sharing learning of the approach taken to resolve system level issues re IG and data sharing 	<ul style="list-style-type: none"> GM Pincer-SMASH Special Interest Group, with representation from GM system IT/IG leadership and Graphnet 	<ul style="list-style-type: none"> At least 307 GP Practices adopting Pincer Complete training for GPs Sharing learning following roll out
		<ul style="list-style-type: none"> Secure necessary system level agreement for IG arrangements to enable Graphnet integration or development of an alternative approach 	<ul style="list-style-type: none"> PINCER-SMASH Dashboard Data Processing Information Agreement (DPIA) drafted in partnership with GM system leaders. Awaiting final sign off Sept 19 	
		<ul style="list-style-type: none"> Planning for Go live where feasible with alternatives in place where needed, dependant on IG resolution and Graphnet integration 	<ul style="list-style-type: none"> Awaiting DPIA and locality IG approvals 	

		<ul style="list-style-type: none"> Roll out across 10 CCGs with training planned and undertaken for all GPs Q2 /3 Graphnet integration enabling data fluidity to improve and demonstrate patient benefits and safety 	<ul style="list-style-type: none"> Training planning for Q3 in 3 GM localities In progress for completion Q3 	
9.7 Deliver Adult Social Care Transformation as part of integrated care models across GM		<ul style="list-style-type: none"> Bed state tracker and quality dashboard linked to Tableau to get GM picture DSPT toolkit to be completed by 80% of homes To undertake a deep dive with localities re number of falls to understand most effective programmes Pilot alternative model of supervision where not currently offered Link with national community of practice for Trusted Assessors Care home open day in Jun 2019, to be celebrated in all localities with VIPs to raise profile To understand the Primary Care and GP "offer" and cost To maintain trajectory and work localities that are not achieving the improvements at rate needed Priority areas identified and agreed and business case for further roll out 	<ul style="list-style-type: none"> All 10 localities have in place and electronic capacity tracker with work near completion on linking all trackers into GM Tableau Evaluation of the benefits and then recommendations for further roll out anticipated for Nov 2019 Bid to GM digital programme board for resources to project manage and offer training to care homes and care at home providers to achieve the DSPT toolkit Baseline data collected, next data collection in October 2019 to allow to build a picture of the locality's positions and trajectories in relation to the Enhanced Health in Care Homes and harm free care programmes in each locality. Neighbourhood model of clinical supervision being piloted with nurses in care homes engaged in group supervision with local practice nurses and community nurses Trusted assessor/trusted assessments linked to the urgent and emergency care programme to reduce length of stay in hospital. GM now has established a Trusted Assessor network. This is linked to the national network Various events and activities took place. comms supported through GMHSCP Progressing with developing a fully costed exemplar model for the primary care input into adult social care Broadened out mapping exercise to further understand the provision (commissioned and non commissioned) to be completed by Dec, with development of a best practice model by march 2020 Continuing to see an improvement in CQC ratings for those services inspected and rated good and outstanding (in both care homes and care at home). Improvement in GM is noted to be faster than regional and national comparators RM leadership development programme: Based on learning and evaluation from the pilot programmes, details of how this could be scaled up shared with GM ADASS 	<ul style="list-style-type: none"> Informed commissioning decisions to ensure commissioning intentions meet need Communication between sectors via email Programmes to be linked to new NHSE Falls guide and toolkit Clinical supervision to be offered to all registrants with the aspiration for this to reflect neighbourhood model All locality's to have adopted Trusted Assessors model Ongoing sharing of positive news stories Care home support enacted within GP contract to understand and adopt what this needs to look like At least 75% Care Homes rated Good or Outstanding in all localities, and zero 'inadequate' rated care homes All localities to complete detailed implementation plans based on the GM Carers Charter and GM Exemplar Model by Autumn 2019 A GM confirm and challenge session for Carers to review localities implementation plans expected in October 2019

		<ul style="list-style-type: none">Localities to confirm delivery plans. Delivery of agreed priority programmes to commence	<ul style="list-style-type: none">RM leadership development programme:Agreement through GM ADASS for each locality to review and confirm steps for rolling out the programme based on current locality positions	
		<ul style="list-style-type: none">Recommissioning of the contract for the GMICSN	<ul style="list-style-type: none">Current contract extended by 3 months due to initial procurement exercise not being successful. Further methods being followed through with anticipation for contract to be awarded Nov 2019	
		<ul style="list-style-type: none">Host GM Carers Summit in May to refocus programme priorities for 19/20	<ul style="list-style-type: none">Carers Summit held on 17th May with participation from stakeholders, localities and carers as a co-production opportunity to identify the areas we could do more on and develop further the priorities for 19/20	
		<ul style="list-style-type: none">High level action plans are being developed by localities which will be submitted to the programme by June 2019	<ul style="list-style-type: none">Support for carers programme: Confirmation as to how localities are implementing products developed through the support for carers programme into BAU has been provided - all localities have respondedAn assurance framework will now be developed to monitor and provide more detailed assurance in respect localities working towards the exemplar model	

GMS Priority Ten - An Age-Friendly Greater Manchester

Select Area
Greater Manchester



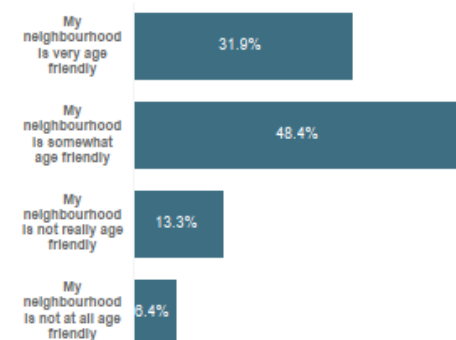
The GM Outcomes Framework sits at the heart of the Greater Manchester Strategy and provides a set of headline measures and 2020 targets for each of our ten priorities. Performance against these measures indicates whether our overall direction of travel is in line with our ambitions. This dashboard provides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

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

A

80.3% of people aged over 50 in eight GM localities identified their neighbourhood as "very" or "somewhat" age-friendly, as reported by the Ambition for Ageing programme in the year to July 2019*

7.2 percentage points behind the target trajectory, and largely unchanged from the year to July 2018 (80.6%)



*This indicator may be redefined to align with new measures identified to track progress against ambitions in the GM Age-Friendly Strategy, and to capture data for all 10 GM localities.

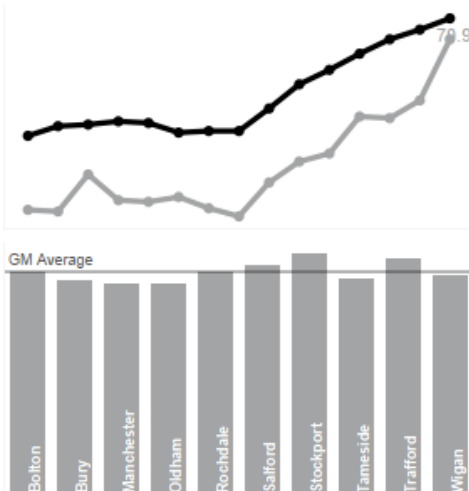
By 2020, 5,000 more 50-64 year olds will be in employment, relative to a June 2016 baseline of 316,000

G



70.9% of 50-64 year old Greater Manchester residents (355,000) were in employment in the period covering Apr 2018-Mar 2019

11.2% (35,667) higher than the target trajectory. A change of **24,100** compared to the previous period



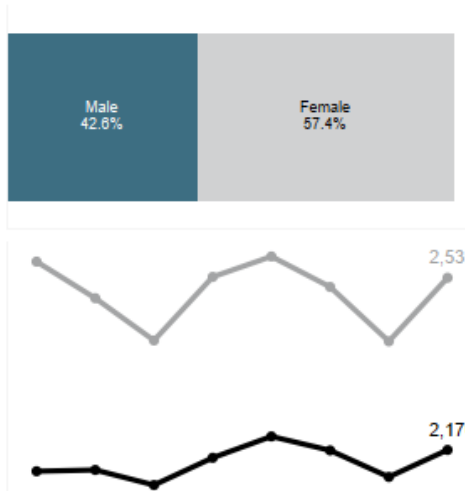
In 2015/16, there were 10,426 hospital admissions due to falls amongst GM residents aged over 65. By 2020, we will have reduced this to fewer than 9,700 falls p/a

R



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

11.0% behind the target trajectory. A change of **133** per 10,000 higher than the previous year



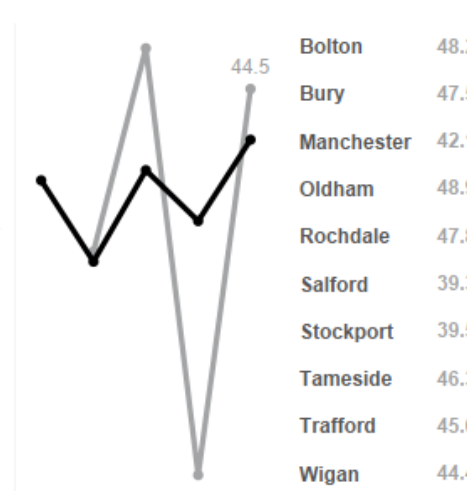
By 2020, we will meet or exceed the national average for the proportion of adult social care users who have as much social contact as they would like

A



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

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



Supporting Indicators

In 2017/18, there were **899** admissions to residential and nursing care per 100,000 GM residents aged >65



79 per 100,000 higher than the previous year

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

R

42.8% of deaths in GM in the year to June 2019 occurred at the person's usual place of residence



0.2% higher than the previous year

-4.2 percentage points from the England average

A

Context and challenges

- Updated data were available for four of the Priority 10 measures: the headline indicators on the extent to which people identify their neighbourhood as age-friendly, and 50-64 year old employment rates; and supporting indicators on the residential care admissions and deaths in a person's usual place of residence.
- The proportion of people aged over 50 who identify their neighbourhood as 'very' or 'somewhat' age-friendly (as reported by the Ambition for Ageing programme, AfA) remained largely unchanged, and has been consistently at / around 80% since first reported in 2017. The target of 90% by 2020 is very unlikely to be achieved, possibly due to the renewed focus of AfA on engaging with GM residents who are more excluded and socially isolated.
- Mirroring reporting on the overall GM employment rate under Priority 4, there has been a further increase in the number of 50-64 year olds in work. The employment rate for this age group was 70.9% in the year to March 2019, 1.3 percentage points below the England average, but demonstrating a narrowing of the gap that stood at 4.4 percentage points just a year before.
- The proportion of deaths in GM occurring at a person's usual place of residence has seen marginal improvement, although on this measure the gap with the national average is relatively significant. Activity in response includes early identification of people in the last twelve months of life; advance care planning and person-centred conversations; and workforce elements such as the 'six steps' training programme that is being implemented in a number of GM care homes.
- Set out in the GM Age-Friendly Strategy, we are seeking to address the challenges of an ageing population with a positive vision of ageing. Recent developments include the launch of a *Pride in Ageing* programme with the LGBT Foundation, funding for a National Centre for Creative Ageing, and the second phase of the Mayoral Age-Friendly Neighbourhoods Challenge. The GM Reform Board has agreed to support the *Ageing in Place* programme for age-friendly neighbourhoods, based on the approach outlined in the GM White Paper on Unified Public Services. In September 2019, GM was awarded 4-star reference site status as a European Innovation Partnership on Active and Healthy Ageing, the highest recognised level.

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
10.1 Put in place a network of Age-friendly neighbourhoods across GM		<ul style="list-style-type: none"> Begin implementation of Age-Friendly Transport Plan 	<ul style="list-style-type: none"> Plan developed and agreed with TFGM and partners. Work underway to prioritise and begin implementation. Consultation undertaken with GM older people's network as part of plan development 	<ul style="list-style-type: none"> Continued delivery of Age-Friendly Transport Plan Delivery of Age-Friendly transport plan phase 1
		<ul style="list-style-type: none"> Ageing Hub Partners to support implementation of district AF neighbourhood plans, including provision of data and supporting materials, convening GM meetings and supporting local meetings, based on assessed need 	<ul style="list-style-type: none"> Worked with all 10 LAs to develop AF plans. Convene meetings of local lead officer quarterly 	<ul style="list-style-type: none"> Continued support to districts to enable delivery of Age-Friendly neighbourhood plans - implement Ageing in Place programme
		<ul style="list-style-type: none"> Proposal presented to Reform Board to support a programme of neighbourhood models which support ageing in place. Subject to Reform Board approval, establish a Programme Board and implementation plan 	<ul style="list-style-type: none"> Proposal agreed in April, update to Reform Board on 1st Oct Worked with LAs to establish Ageing in Place programme (currently 8 out of 10 LAs signed up). Multiagency group established to oversee development of programme 	<ul style="list-style-type: none"> Delivery of agreed Implementation Plan for Ageing in Place
		<ul style="list-style-type: none"> Implementation of Active Ageing Programmes 	<ul style="list-style-type: none"> Greater Sport programme implementing active ageing initiatives in 8 LAs, led by local delivery leads. GM active ageing week July 2019, featured on BBC TV, celebrating activity in older adults 	<ul style="list-style-type: none"> Continue delivery of Active Ageing Programmes Evaluation of active ageing programmes
10.2 Design and deliver employment support programme for people aged over 50		CFAB and GMCA agreed programme, further negotiations with DWP undertaken seeking to secure commitment to delivery	<ul style="list-style-type: none"> Constructive discussions held with DWP Partnership agreement drafted, awaiting sign off 	<ul style="list-style-type: none"> Once agreement is in place, the design phase will commence (if the agreement is not signed, there is potential for a bilateral agreement between GMCA and CfAB to progress the pilot)
10.3 Deliver a series of GM showcasing events , positioning GM as global leader in Ageing		<ul style="list-style-type: none"> Delivery underway 	<ul style="list-style-type: none"> Successful GM bid for national centre on culture and ageing at Manchester Museum 	<ul style="list-style-type: none"> Delivery completed Dec 2019, report published with recommendations for European cities Interim summary published – full report to be published Autumn Support GMCVO Ambition for Ageing conference – Feb 2020 Phase 2 communities awarded Mayoral Challenge – Feb 2020
		<ul style="list-style-type: none"> Second edition of Ageing Hub Digest – showcasing GM practice and thinking 	<ul style="list-style-type: none"> Second edition planned for Feb. Chapters in ARUP report 'Cities Alive, design for ageing communities' Presented at Making London Age Friendly Presented at AGILE ageing conference Presented at British Society of Gerontology conference Natwest Breakfast presentation to local property developers and investors on opportunities for senior housing GM's Pride in Ageing Programme Launch 5th June; covered by BBC and national media. 	
		<ul style="list-style-type: none"> Publish Understanding economics of Ageing in GM report 	<ul style="list-style-type: none"> Summary report published and launched at Silver Economy Forum, Helsinki, July 	
		<ul style="list-style-type: none"> Phase 2 Mayoral Challenge to be launched July 2019 	<ul style="list-style-type: none"> Phase 2 launched – deadline extended to 31st Oct due to high demand. Planning a celebration event for Feb 2020. Over 50 AFN anticipated. 	

		<ul style="list-style-type: none"> • Participation at Silver Economy Forum held with Global coalition on Ageing in Helsinki 	<ul style="list-style-type: none"> • 600 global businesses and government leaders. GM stand, Mayoral presentation, met with Japanese Vice Minister for Health to explore joint working on ageing. • Live web stream • Hosted by Finnish government 	
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DRAFT

Enablers and ways of working

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr 2019 – Sept 2019 Milestone	Apr 2019 – Sept 2019 Milestone Performance Update	New Milestone Oct 2019 – Jun 2020
<p>11.1 Put in place new ways of working with the VCSE sector, including new approaches to funding, building on the accord</p>		<ul style="list-style-type: none"> Undertaking a system wide review of current commissioning arrangements of the VCSE sector 	<ul style="list-style-type: none"> Four VCSE experts undertook a system wide review of the current relationship between commissioning structures and the VCSE sector. The findings showed that there were key “barriers” to VCSE participation in the commissioning system and also some key assumptions being made (on both sides) that were preventing the full engagement of the VCSE in commissioning. 	<ul style="list-style-type: none"> Milestone complete
		<ul style="list-style-type: none"> Develop a Framework to support commissioners including options for investment/procurement etc. 	<ul style="list-style-type: none"> Building on the above review, seven key interventions to remove the barriers and eradicate the assumptions were developed by the working group and presented to Directors of commissioning. These are currently being written up into a draft framework to be taken to a cross sector working group on 1st October 2019 To support this, a member of the VCSE team has been embedded to a 2.5 days per week secondment within the Joint commissioning team to provide expertise and to drive the embedment of the framework 	<ul style="list-style-type: none"> Finalise and Launch the framework Support its implementation and usage across GM, localities and at a local level Identify and utilise existing systems and mechanism to embed and normalise its recommendations
		<ul style="list-style-type: none"> Conduct a listening exercise with the sector to understand current challenges, constraints but also exemplar models 	<ul style="list-style-type: none"> A multi-faced engagement exercise commenced in July 2019 and will continue to the end of September. This includes an online consultation, one to one interviews and workshops / focus groups involving VCSE organisations across all 10 GM districts and a range of communities of identity 	<ul style="list-style-type: none"> Develop implementation plan for accord and policy paper
		<ul style="list-style-type: none"> Engagement with all sector partners around draft policy paper and launch in summer 2019 	<ul style="list-style-type: none"> VCSE Leaders have collected a range of relevant case studies and ‘stories’ of great practice. Draft VCSE Policy Position Paper is published 	<ul style="list-style-type: none"> Publish the VCSE Policy Paper and Implementation Plan covering the next 10 years of VCSE transformation
		<ul style="list-style-type: none"> ‘Elephants’ Projects in all 4 pilot localities will be operational 	<ul style="list-style-type: none"> The Elephants Co-production project is now operational in Rochdale, Bury, Salford and Bolton with participants having been recruited 	<ul style="list-style-type: none"> Completed and reviewed learning of ‘Elephants’ pilots around wider working for coproduction in
<p>11.2 Develop a GM approach to public service workforce development and the redesign of future roles, promoting the use of asset based approaches within all frontline practice</p>		<ul style="list-style-type: none"> Agreement of priorities agreed by Workforce Executive, then refresh governance arrangements to drive delivery within context of white paper 	<ul style="list-style-type: none"> Jointly developed implementation plan with HSCP, ‘Working Together Across Public Services’. Currently in period of consultation with range of stakeholders. 	<ul style="list-style-type: none"> Detailed delivery plan developed (including Leaders in GM) and agreed with resources secured
<p>11.3 Adopt new ways of using data and intelligence, to ensure it drives system reform and performance management, based on what matters to people</p>		<ul style="list-style-type: none"> GM wide approach in design. Working with ICO & Cabinet Office on information governance. 	<ul style="list-style-type: none"> Progress being made on the use of new powers to share information. 	<ul style="list-style-type: none"> Information toolkit / blueprint in place to allow localities to deliver information sharing to support more consistent service delivery
		<ul style="list-style-type: none"> Scoped other cohorts for stratification e.g. CSE 	<ul style="list-style-type: none"> Currently liaising with all 10 LAs regarding use of integrated data analytics to identify GM level opportunities. School readiness remains the blueprint area of work. 	<ul style="list-style-type: none"> Risk stratification and data analytics utilised for priority programmes, including school readiness, homelessness, and Troubled Families. Ongoing work regarding the GM wide

		<ul style="list-style-type: none"> Work continues with 3 localities to capture data flows and enter into information sharing gateway 	<ul style="list-style-type: none"> The work continues to form the picture of flows supporting placed based working 	<ul style="list-style-type: none"> capacity for integrated data analytics and wider uses. Information toolkit / blueprint in place to allow localities to deliver information sharing to support more consistent service delivery
		<ul style="list-style-type: none"> Agreed approach to ongoing forward engagement with residents 	<ul style="list-style-type: none"> Agreed approach to ongoing forward engagement with residents 	<ul style="list-style-type: none"> Explore opportunities to undertake refreshed exercise with public to ascertain any shifts in public trust of data sharing
		<ul style="list-style-type: none"> GM Information Strategy and principles signed off and launched 	<ul style="list-style-type: none"> Draft strategy going through governance and sign off process. 	<ul style="list-style-type: none"> Implementation, further development and ongoing monitoring of GM Information strategy
		<ul style="list-style-type: none"> Housing Provider IG group established 	<ul style="list-style-type: none"> Reports going through governance to establish correct oversight and membership 	<ul style="list-style-type: none"> Convene first board meeting and agree TOR
		<ul style="list-style-type: none"> Review undertaken of where Information Board is positioned within GM governance 	<ul style="list-style-type: none"> Review undertaken of where Information Board is positioned within GM governance 	<ul style="list-style-type: none"> Developing and building on established governance arrangements, ensuring effective oversight and drive of Information Governance/Management
11.4 Implement place-based integration models in every locality in GM , including VCSE organisations and SMEs; aligned to the development of Local Care Organisations serving 30-50K neighbourhood populations		<ul style="list-style-type: none"> Agreed framework for implementation for new ways of delivering public services at scale Engaged with all 10 localities to support further development of local plans to embed public service reform and transformation Fully developed proposition for SR submission 	<ul style="list-style-type: none"> Developed SR submission for RIF. Agreed framework for implementation. Engagement with LAs has been delayed. This work now being taken forward through refresh of HSCP locality plans. 	<ul style="list-style-type: none"> Agreed asks of Gov for necessary policy changes Arrived at GM current position against 6 key features of white paper
11.5 Put in place Public Service Hub functions in every district, based on GM standards	Change in approach for supporting work, impacted on progress and approach to wider hub function development	<ul style="list-style-type: none"> Respond to findings from GMP led review of existing GM Public Service Hub functions, develop appropriate next steps 	<ul style="list-style-type: none"> GMP review did not take place in the required format, to shape this wider work. Stock take now required to ensure the work can be taken forward in the most appropriate way. 	<ul style="list-style-type: none"> Further development and work undertaken to bring together public service hub functions across GM
11.6 Develop integrated whole system approaches to budget setting and resource management that consider the impact of decisions at place level		<ul style="list-style-type: none"> Continued testing of methodology with Tameside Established community of practice 	<ul style="list-style-type: none"> Complete – Tameside now sharing their methodology and ways of working within GM community of practice. 	<ul style="list-style-type: none"> Shared learning, tools and techniques across GM for wider adoption – Building on Tameside model and working with wider community of practice.
11.7 Design and adopt a place leadership approach universally across GM , including single locality leadership arrangements		<ul style="list-style-type: none"> Worked with localities through further development of their local plans to implement place based leadership and governance arrangements, and through this understand implications for refresh of GM governance and leadership arrangements 	<ul style="list-style-type: none"> Lots of work in place across GM; in accordance with White Paper approaches, but further work required to formalise arrangements and understand how GM can facilitate and enhance GM offer of support to LA implementation 	<ul style="list-style-type: none"> Work ongoing to understand the implications for GM governance and leadership arrangements, and changes being made as appropriate
11.8 Release public sector owned land and property for regeneration, housing and		<ul style="list-style-type: none"> Continued delivery of projects in completion in line with agreed 	<ul style="list-style-type: none"> Projects progressing against agreed milestones. 	<ul style="list-style-type: none"> Gorton Hub on site and delivering.

growth via the One Public Estate Programme		delivery timescales and requirements		
		Continue to support Town Centre Challenge and Housing Delivery through unlocking of public sector assets	<ul style="list-style-type: none"> Range of projects that support TCC and housing delivery 	<ul style="list-style-type: none"> Wider projects underway and preparation of new OPE projects
11.9 Deliver Neighbourhood Asset Review Programme, providing integrated place based approaches to review of assets, services and needs		All programmed Locality Asset Reviews and GM wide LAR completed June (7 remaining districts)	<ul style="list-style-type: none"> GM LAR programme completes end of September 2019. Implementations plans to be reported 	<ul style="list-style-type: none"> Implementing Locality Asset Reviews in all districts Implementation underway
		Focussed development of GM wide overview of programme, outputs and benefits		
11.10 Have adopted a GM Spatial Framework to provide a planning framework for future development and growth across GM	We will have submitted a GMSF for examination but will not be adopted by 2020	<ul style="list-style-type: none"> Analysis of GMSF consultation responses and development of revised draft 	<ul style="list-style-type: none"> Consultation analysis undertaken, report due to be published September 2019. Further evidence work underway as a result of consultations – transport and viability 	<ul style="list-style-type: none"> Revised draft GMSF consultation to be produced and agreed for consultation
11.11 Develop new investment models through reform investment fund to deliver reform priorities		<ul style="list-style-type: none"> Invested in 3 proposals via Reform Investment Fund 	<ul style="list-style-type: none"> 3 draft proposals developed, awaiting formal sign off (Youth homelessness, Children's Pause, Women Offenders). 	<ul style="list-style-type: none"> Established new relationship agreement with Gov on scale and operating principles for RIF for GM
		Developed ask of Government for SR submission	<ul style="list-style-type: none"> SR submission developed, however full Spending Review will not take place until 2020. 	<ul style="list-style-type: none"> Respond to Spending Round / full Spending Review as appropriate
11.12 Continue to develop and invest GM's core investment funds		<ul style="list-style-type: none"> Continue to develop and invest GM's core investment funds 	<ul style="list-style-type: none"> £8.8m committed to GM businesses. 206 jobs created / safeguarded. £14.7m committed to developments that will build 412 new housing units. £10m of private investment leveraged by businesses. 	<ul style="list-style-type: none"> Continue to develop and invest GM's core investment funds
		<ul style="list-style-type: none"> Approval of revised GMHILF Investment Strategy 	<ul style="list-style-type: none"> Revised GMHILF Investment Strategy developed and awaiting approval 	<ul style="list-style-type: none"> GMHILF Investment Strategy to be approved by December 2019 Establishment of a Digital and Creative Fund by March 2020 Establishment of a Delivery Team by January 2020
11.13 Develop a Local Industrial Strategy with Government which further progresses GM's immediate devolution asks		<ul style="list-style-type: none"> Milestone complete 		
11.14 Develop a long-term devolutionary settlement – including policy freedoms & flexibilities, financial settlements, fiscal tools and regulation		Spending Review submission submitted to Government	<ul style="list-style-type: none"> Letter sent to Government rather than full submission in light of announcement of one Year Spending Round rather than full Spending Review. 	<ul style="list-style-type: none"> Respond to outcome of Spending Round Prepare full submissions for expected Budget in autumn 2019 and Spending Review in 2020

Glossary

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

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

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

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

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

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Greater Manchester Local Enterprise Partnership

Date: 11 November 2019

Subject: GMLEP 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 May 2019.

RECOMMENDATIONS:

The GMLEP 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. Note the granting by GMCA of Full Approval for the MSIRR Great Ancoats Street Scheme and 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 5 of this report;
4. Note the approval by GMCA of funding of up to £1.15 million for the Rochdale Town centre connectivity minor works scheme as set out in paragraphs 7.12, 7.13, 7.14; and
5. Note the approval by GMCA of 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 4.32.

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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 6.1, 6.2, 6.3 and 6.4 of the report.

Legal Considerations:

Legal Considerations are referenced in paragraphs 6.1, 6.2, 6.3 and 6.4 of the report.

Financial Consequences – Revenue:

Financial Consequences – Revenue, are referenced in paragraphs 6.1, 6.2, 6.3 and 6.4 of the report.

Financial Consequences – Capital:

Financial Consequences – Capital, are referenced in paragraphs 6.1, 6.2, 6.3 and 6.4 of the report.

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

LEP 20191111 GMLEP Local Growth Deal (1, 2 and 3) - Six monthly Transport Progress Update v1.0	2	01/11/2019 12:18
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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 EXECUTIVE SUMMARY

- 1.1 This report sets out progress made on the Growth Deal Transport programme over the last six months and notes recent GMCA approvals for Full Approval and Funding for MSIRR Great Ancoats Street (Manchester) , minor works expenditure approval for Rochdale Town Centre Connectivity and an advance works package for A5063 Trafford Road (Salford).

2. INTRODUCTION

- 2.1 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).
- 2.2 This report was taken to the 25 October 2019 GMCA meeting, and has subsequently been updated to reflect scheme progress to the end of October 2019. The 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.

3. MAJOR SCHEMES OVERVIEW

- 3.1 As of October 2019, eight 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 five 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 May 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 GMCA have agreed Full Approval and Funding for this scheme, as set out in Section 5 of this report.
- 3.2 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.
- 3.3 Since the last six-monthly update, good progress has been made across a range of schemes. Advance utility diversion works are substantially complete 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.

4. INDIVIDUAL SCHEMES UPDATE

- 4.1 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

- 4.2 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

- 4.3 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

- 4.4 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.
- 4.5 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).

- 4.6 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

- 4.7 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

- 4.8 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 5 of this report. Advance utility diversion and site preparation works commenced in June 2019 and is now substantially complete, the main works are planned to start in January 2020.

Wigan Gateway M58 Link Road

- 4.9 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

- 4.10 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.

- 4.11 Initial feedback from passengers has been positive and customer satisfaction surveys have recently been carried out. Headline satisfaction has increased from 86% to 89%, with those saying they were 'very satisfied' increasing from 17% to 68%. The most popular reasons people gave for their satisfaction included the ease of using the station and catching the bus, cleanliness and warmth and the modern appearance of the building. Key features that were rated much more highly compared to the old bus station included information screens and toilets.

Stockport Town Centre Access Plan

- 4.12 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.
- 4.13 The scheme is being delivered in three phases and Full Approval is now in place for all phases of the scheme.
- 4.14 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.
- 4.15 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

- 4.16 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 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

- 4.17 Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.

- 4.18 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.
- 4.19 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.
- 4.20 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.
- 4.21 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.
- 4.22 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

- 4.23 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.
- 4.24 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.

- 4.25 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.
- 4.26 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 have now started on site. 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 subject to achieving Full Approval. These schemes have and will improve vehicle capacity and passenger journey times through the junctions and have also enhanced pedestrian, cycling and bus passenger waiting facilities.
- 4.27 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.
- 4.28 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 GMCA for all schemes over £0.5 million.

Metrolink Service Improvement Package

- 4.29 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

- 4.30 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.
- 4.31 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.
- 4.32 In order to fund these works GMCA has agreed that SCC can claim back the estimated £1.654 million cost of these works in advance of the scheme achieving Full Approval. 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)

- 4.33 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

- 4.34 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.

5. MSIRR Great Ancoats Street Full Approval

5.1 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%.

5.2 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 supports commercial development with nearly 9,000 new jobs and over 25,000 new homes planned 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.

5.3 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.

5.4 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.

5.5 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.

- 5.6 A construction contract has been tendered through the Manchester City Council Framework. 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.
- 5.7 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.
- 5.8 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

- 5.9 As a result of the outcome of the Gateway Review, GMCA have granted 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.

6. MAJOR SCHEMES – FINANCIAL UPDATE

- 6.1 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.
- 6.2 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.

- 6.3 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.
- 6.4 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.

7. ADDITIONAL PRIORITIES AND MINOR WORKS

- 7.1 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.
- 7.2 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.
- 7.3 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.
- 7.4 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 14 mini-business cases have been submitted for review and approved by TSG, and a further scheme has been submitted and is currently being reviewed. This means that 41 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.
- 7.5 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.
- 7.6 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.

- 7.7 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.
- 7.8 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.
- 7.9 The GM Wayfinding Initiative Phase 1 scheme is now complete following the installation of all 28 totems across Greater Manchester.
- 7.10 Of the 15 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.
- 7.11 The remaining approved Minor Works and Additional Priority scheme over £0.5 million has now been granted expenditure approval by GMCA, and 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)

- 7.12 The purpose of the scheme is to provide an improved 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 to Cost Ratio (BCR) of 2.8.
- 7.13 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 delivered in 2015/16.
- 7.14 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 the 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 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.

8. RECOMMENDATIONS

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

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Draft GM LEP Communications Plan

DATE: 11th November 2019

FROM: Lou Cordwell, GM LEP Portfolio Lead: Communications and Engagement

PURPOSE OF REPORT

This draft LEP Communications Plan presents a comprehensive media, communications and engagement approach to ensure the work of the GM LEP is being effectively communicated to a range of key audiences.

RECOMMENDATIONS

The LEP Board is asked to:

- i. Consider the report and provide feedback to help shape development of the final Plan.
- ii. Agree delegated authority to Lou Cordwell as portfolio lead for Communications and Engagement to approve the finished document.

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Greater Manchester Local Enterprise Partnership

Greater Manchester
Local Enterprise Partnership
Draft Communications
Plan

DRAFT

Background

The Greater Manchester Local Enterprise Partnership was founded nine years ago.

The board brings together the private and public sectors to support business growth, develop local skills and innovation, direct investment and reform public services. The Greater Manchester Local Enterprise Partnership comprises of distinguished, pioneering business and political leaders from across the city-region.

We work with partners across the public and private sectors, with the goal of stimulating growth to unlock all of Greater Manchester's vast economic potential.

Greater Manchester has a unique partnership model of the GM LEP and Greater Manchester Combined Authority (GMCA) providing collective leadership through a shared vision and set of priorities for the city-region, as set out in the Greater Manchester Strategy.

In June 2019, The Greater Manchester Combined Authority (GMCA), the Greater Manchester Local Enterprise Partnership and the UK Government agreed and jointly published one of the country's first modern local industrial strategies.

The Greater Manchester Local Industrial Strategy was co-designed with businesses, the voluntary and social enterprise sector and citizens. A comprehensive consultation exercise was undertaken, including a six-week formal consultation.

The Greater Manchester Local Industrial Strategy outlines a set of long-term policy priorities to help guide industrial development and provides a plan for good jobs, growth and prosperity in Greater Manchester.

This communications plan sets out how we aim to communicate the LEP's implementation of the Greater Manchester Strategy, Internationalisation Strategy and Local Industrial Strategy to local and national stakeholders with a comprehensive media, communications and engagement approach. This will complement the work of Marketing Manchester in promoting Greater Manchester on the national and international stage as the region's destination marketing organisation and tourist board.

The aim of the LEP is for Greater Manchester to be recognised globally, with the Greater Manchester Internationalisation Strategy setting the goal of becoming a top global city by 2035 - a strong, successful economy where everyone can build great businesses, careers and lives.

Insight

This communications plan has been developed following a process which identified the need to improve both internal and external GM LEP communications. This plan sets out how the new LEP communications capacity will be utilised in line with feedback received at the LEP Board away day along with input from the GM LEP Chair to better understand the LEP's key priorities.

- In May 2019, GM LEP published its Annual Delivery Plan which sets out the key activities planned for April 2019 to March 2020 including a clear commitment to develop a GM LEP Communications Plan.
- The Annual Delivery Plan sits alongside a number of other Greater Manchester documents that collectively provide a comprehensive framework for strategy development, project delivery and performance management including the Greater Manchester Strategy, Greater Manchester Local Industrial Strategy and the Greater Manchester Internationalisation Strategy.
- Improving communications was highlighted as a critical requirement for 2019/20, both to ensure that Board members are fully up to date and engaged with the work of all members of the GM LEP and to ensure that the work of the GM LEP is being effectively communicated to external audiences.
- Following the discussion at the LEP Board away day, it was agreed at the July LEP Board meeting to recruit additional communications capacity to better keep LEP Board members up-to-date with key developments and increase the profile of the work of the LEP with external stakeholders.

Aim

The aim of the LEP's communications plan is to 'raise the volume of the LEP' and enhance the LEP's approach to communications, building the profile of the board through a variety of communications and engagement activity.

Objectives

- **Inform the public and key stakeholders on the LEP's work** – effectively communicate the work of the LEP over 12 months through new and innovate content, which will achieve a 20% increase in social media followers and engagement on the new LEP website. This plan also seeks to ensure that each month 80% of LEP news releases are picked up by media and 80% of media coverage that references the LEP is positive.
- **To increase the profile of LEP board members** - as a collective and as individuals through members appearing at least one SME / educational visit over the next 12 months. This will highlight the work of Greater Manchester LEP Board members, as LEP ambassadors within their businesses and in communities.
- **Strengthen ways of sharing information regarding LEP and GM activity with board members** – a new monthly internal newsletter with summary of LEP current projects and relevant news will be issued and seek to achieve a 70% open rate.
- **Consistency of message** – an audit of all external communications will be taken six months in to the plan to ensure that all messaging from all parts of the LEP is consistent and clear.

Target audiences

The Greater Manchester Local Enterprise Partnership communications plan has a number of target audiences:

Business

Greater Manchester priority and growth sectors, Greater Manchester SME's, different LEP's, The LEP Network.

Government

Greater Manchester Members of Parliament with an economic and business remit. Treasury, BEIS and Northern Powerhouse Ministers

Investors

Potential investors from national and international target markets – Europe, USA, China, India and UAE.

Greater Manchester residents

Introduce and inform the people who live in the city-region about their Greater Manchester LEP.

Communications plan outline

The LEP communications plan will focus on four areas. These are communications and media engagement, events & visits, digital engagement and evaluation. The plan will be implemented from October 2019 until August 2020. All activity will be implemented over this period.

Communications and media engagement

The communications plan will improve and increase the profile of the LEP through specific communications and media engagement.

We will do this through

- Seeking out external communications opportunities, proactive media opportunities and responding quickly, accurately and appropriately to reactive media inquiries.
- Maintain relationships with existing media contacts and identify new media contacts to engage with.
- Ensuring effective internal communication so LEP board members and Greater Manchester partners are across and aware of important economic and business developments within Greater Manchester.

Events & Visits

The LEP communications plan recommends a series of ongoing events, led by LEP members. This will help to increase the profile of the LEP's work and LEP members to key target audiences.

Digital Engagement

The LEP communications plan will increase engagement and the digital profile of the LEP through specific activity as set out in the plan. The plan also sets out current and target digital metrics.

Evaluation

There will be a six monthly review to monitor the success of the LEP's Communications Strategy across all communications and media coverage. Metrics such as media coverage, website / social media engagement and qualitative analysis of LEP events and other visits by members.

Communications and media engagement

The communications plan will improve and increase the profile of the LEP through specific communications and media engagement as set out below.

- **LEP members deployed as experts within media**
Develop relationships with key media and make journalists aware that LEP members will be available for relevant print/online/radio/TV interview opportunities within their areas of expertise.
- **Think Pieces / Op-Ed's**
Providing expert insight to important business/economic issues in line with GMCA strategy. These would be placed with target media and shared with the LEP Network and on the Greater Manchester LEP website. Opportunities around major economic events such as Government Budgets / Spending Reviews and major Brexit events
- **GMCA News Releases**
Include quotes from LEP board members in GMCA/LEP releases around Greater Manchester economy/business/enterprise/digital
For example:
<https://www.localgov.co.uk/Council-leaders-calls-for-green-light-on-HS2-and-Northern-Powerhouse-Rail/48066>
- **Monthly LEP board Member's Blog**
Greater Manchester Voices of Business. Regular contributions from board members or senior associates of their respective businesses.
Juergen Maier's blog : <http://juergenmaier.co.uk/blog/>
- **Monthly External LEP newsletter** sent as part of the main external GMCA newsletter (established audience).
- **Internal communications will also be improved** with a monthly internal newsletter with summary of LEP current projects and relevant news.

Events/Visits

The LEP communications plan recommends a series of ongoing events, led by LEP members. This will help to increase the profile of the LEP's work and LEP members to key target audiences.

LEP Member visits

Ongoing

- Inspirational talks by LEP members to either SME's or students studying in their own profession/field of work. Deploying LEP members to meet those working within the sector or young people seeking careers in their appropriate professions in secondary schools, colleges, universities will be effective ways of raising their own profile and the purpose of the LEP.

Review of funding agreements/Growth Funds

Ongoing

- Publicity and marketing on projects – Firmer and more effective guidelines for projects to allow for media opportunities with LEP members via appropriate Local Growth Fund Projects. Revise and rewrite Growth Fund publicity guidance for grant receiver's emphasising LEP involvement wherever possible. Opportunities will be sought to ensure LEP members and attend site media and ministerial visits to growth fund projects around the city-region – to exploit the credibility of the LEP and reaffirm their involvement in these projects. LEP Communications officer to have regular ongoing contact with Growth Fund projects

Local Industrial Strategy Events – The Story So Far

First event: End of Feb 2020 – then ongoing at key milestones

- Local Enterprise Partnership Business Community Event.
- Update and inform Greater Manchester business community about the Local Industrial Strategy, success stories so far. Informing businesses about innovation partnerships on healthy ageing, Greater Manchester advance materials and manufacturing alliance, review of public data. Make the LEP more accessible to business community.
- To give businesses a better understanding of the LEP and what they do. The facilities they can tap into & networking opportunities
- An opportunity for the LEP to engage Greater Manchester businesses to ensure their voices are heard; to place the LEP at the centre of a 'network of networks'.
- Speeches by Andy Burnham, Sir Richard Leese and minimum two other Greater Manchester LEP members.
- Event hosted in partnership with GMCA to engage local businesses & shape economic and culture policy (subject to budget) e.g. by sector, size of business, location

Digital Engagement

The LEP communications plan will increase engagement and the digital profile of the LEP through specific activity, as set out below.

Social Media

- Build engagement and followers of LEP existing and new social media channels – by sourcing and sharing relevant daily Greater Manchester LEP board member news and centric business, economic and innovation news.
- Twitter Q&A's with LEP members - this could be around members' specific portfolios, news or current affairs to engage businesses, increase awareness and audience.

Check In With

- Find out what happens in the typical day of a Greater Manchester LEP board member – video diary / video interview

Short video or audio podcasts

- In conversation with....
Two LEP members discussing topical Greater Manchester/U.K. business news stories around climate/enterprise/success/challenges etc.

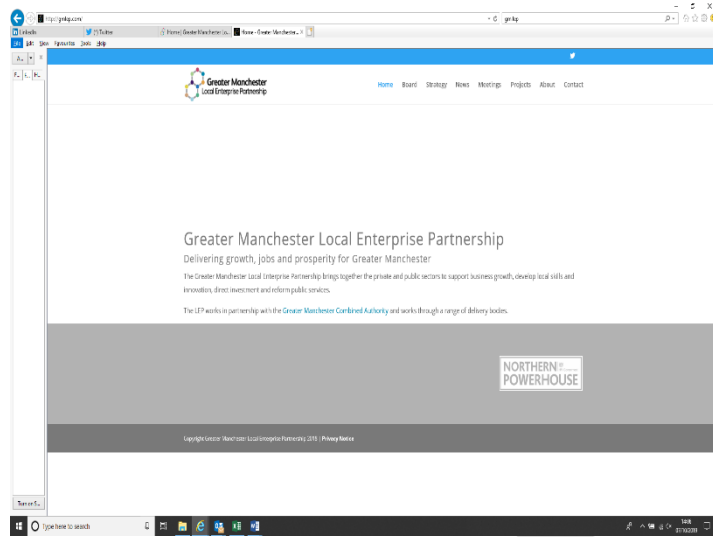
Meet the Board

- Short punchy 5 min videos about board members for You Tube, social media content, LEP website, e.g. profile pieces about their careers, business, what drives them etc.

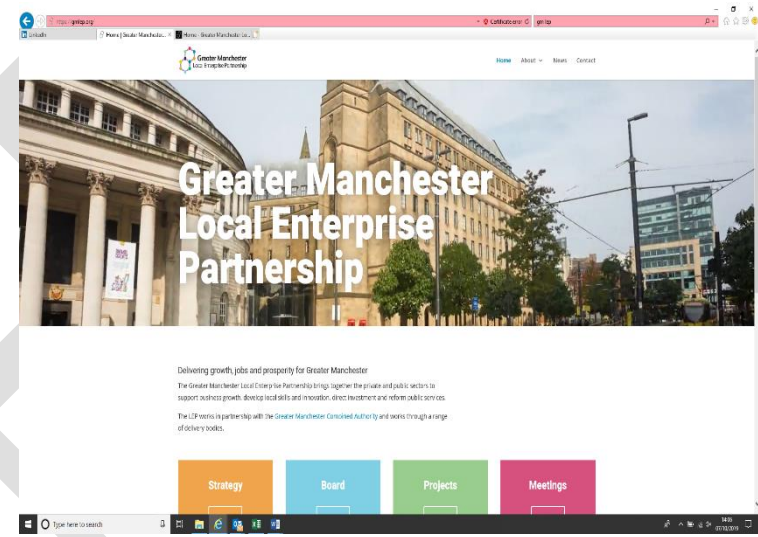
LEP Website improvements

- The website is the shop window for the LEP – LEP website can be used to share news and re inforce strategic messages.
- Comparative research of other LEP Website was carried out and suggestions given to Marketing Manchester for website. Examples of the old and new website can be seen on the next page reflecting initial format improvements with content to be further developed following LEP Board feedback.

Old Home Page

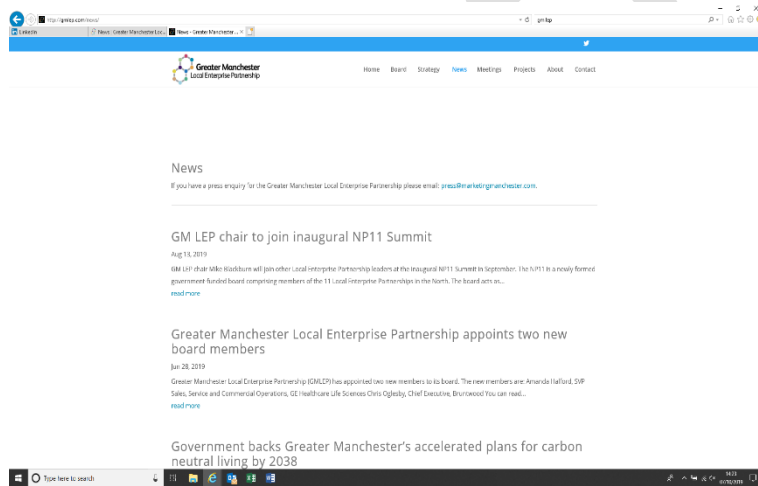


New Home Page

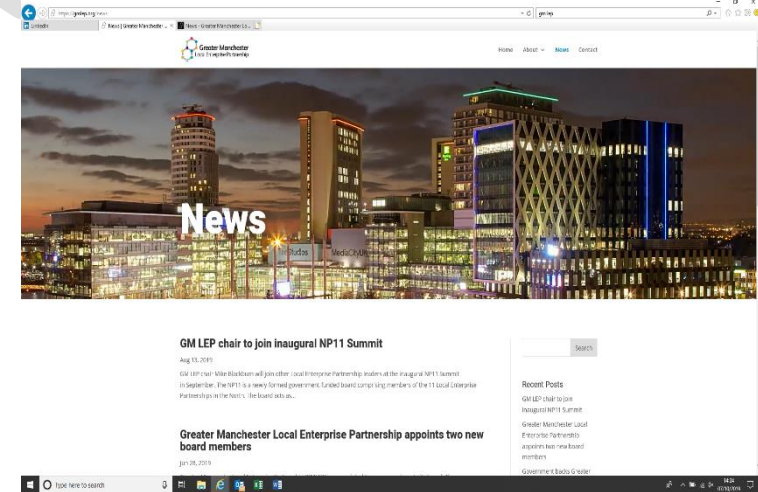


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Old News Page



New News Page



Online engagement metrics

These projections are based on the communications team's experience building social media audiences for businesses, and also based on comparisons with other LEP social media engagement.

Website engagement targets

	Sep 2018-Sep 2019	TARGET Oct 2019-Oct 2020 (increase of 20%)
Average time on site:	02:30	03.20
Number of sessions (visitors):	10,334	12,400
New users:	7,333	8,800
Returning users:	1,244	1,493
Bounce rate:	46.1%	55.5%

(Projected figures based on previous profile building projects for business clients)

Social Media Targets

	Sep 5 th 2019	Sep 30 th	TARGET Jan 2020	TARGET March	TARGET June	TARGET Sep
Instagram follower increase every 3 months	0	0	100	115	133	153 15%
Twitter follower increase every 3 months	2152	2176	2394	2633	2896	3185 10%
LinkedIn follower increase every 3 months	1	53	68	89	116	151 30%

Evaluation

There will be a six monthly review to monitor the success of the LEP's Communications Strategy across all communications and media coverage. Evaluation will be carried out to measure specific objectives and targets, including:

- Quantitative and qualitative analysis of social media engagement to measure effectiveness of content and assess whether the 20% increase in social media engagement has been achieved.
- Quantitative and qualitative analysis of the LEP website engagement to measure effectiveness of content and assess whether the 20% increase in website visits engagement has been achieved.
- Quantitative and qualitative analysis of media coverage to assess whether 80% of LEP news releases are picked up by media and 80% of LEP media coverage is positive.
- Qualitative analysis of LEP events and an assessment of the effectiveness of LEP member SME / educational visits.
- Internal and external newsletter analytics to assess whether the internal newsletter has achieved a 70% open rate.
- Summary report of website improvements.
- A summary setting out how consistent and clear the LEP messaging has been.