

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Friday, 26th March, 2021

TIME: 10.15 am

VENUE: This meeting will be held virtually via Microsoft Teams and will be live-streamed for public viewing. The link to watch the meeting is available on the meetings page of the GMCA website.

AGENDA

1. Apologies

2. Chairs Announcements and Urgent Business

3. Declarations of Interest 1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 Hours before the start of the meeting.

4. Minutes of the GMCA meetings held 12 February & 23 March 2021 5 - 20

To consider the approval of the minutes of the meetings held on 12 February (attached) & 23 March 2021 (to follow).

5. Minutes of the Overview & Scrutiny Committee meetings held in March 2021 21 - 26

To note the minutes of the following GMCA Overview and Scrutiny Committee that were held during March:

- Economy, Business Growth and Skills Overview and

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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

- Scrutiny Committee – 12 March 2021 (to follow)
- Housing, Planning and Environment Overview and Scrutiny Committee – 11 March (attached)

- 6. Minutes of the GM Local Enterprise Partnership held on 18 March 2021**
- To note the Minutes of the GM Local Enterprise Partnership held on 18 March 2021.
- 7. Minutes of the GM Transport Committee held 19 February 2021** 27 - 34
- To note the minutes of the GM Transport Committee held on 19 February 2021.
- 8. Update on Greater Manchester Independent Inequalities Commission** 35 - 40
- Report of Councillor Brenda Warrington, Portfolio Lead for Age-friendly Greater Manchester and Equalities.
- 9. Greater Manchester's Equality Panels** 41 - 48
- Report of Councillor Brenda Warrington, Portfolio Lead for Age-friendly Greater Manchester and Equalities.
- 10. Living with Covid Resilience Plan - Quarter 2 Progress Update** 49 - 82
- Report of the GM Mayor, Andy Burnham.
- 11. A Bed Every Night 2021/22** 83 - 100
- Report of the GM Mayor, Andy Burnham and Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Planning and Environment.
- 12. GM Devolved Adult Education Budget (AEB) Year 1 update and next Steps** 101 - 122
- Report of Councillor Sean Fielding, Portfolio Lead for Digital, Education, Skills, Work and Apprenticeships.
- 13. Covid-19 Contingency support measures for GM Work & Skills Programmes** 123 - 130
- Report of Councillor Sean Fielding, Portfolio Lead for Digital, Education, Skills, Work and Apprenticeships.
- 14. Troubled Families Funding** 131 - 136

Report of the GM Mayor, Andy Burnham.

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| 15. | Greater Manchester Culture Recovery Plan 2021 | 137 - 182 |
| | Report of Councillor David Greenhalgh, Portfolio Lead for Culture. | |
| 16. | Monthly Economic Update | |
| | Report of Councillor Elise Wilson, Portfolio Lead for Economy. | |
| 17. | Preparations for the UN Climate Change Conference (COP26) | 183 - 190 |
| | Report of Councillor Andrew Western, Portfolio Lead for Green City Region. | |
| 18. | Green Homes Grant Local Authority Delivery Scheme Phase 2 | 191 - 196 |
| | Report of Councillor Andrew Western, Portfolio Lead for Green City Region. | |
| 19. | Transport Strategy Delivery Updates | 197 - 202 |
| 19.A | Active Travel Update | 203 - 248 |
| | Report of the GM Mayor, Andy Burnham. | |
| 19.B | Electric Vehicle Charging Infrastructure (EVCI) Update | 249 - 254 |
| | Report of the GM Mayor, Andy Burnham. | |
| 19.C | City Centre Transport Strategy | 255 - 352 |
| | Report of the GM Mayor, Andy Burnham. | |
| 20. | Mayor's Challenge Fund Financial Approvals | 353 - 364 |
| | Report of GM Mayor Andy Burnham. | |
| 21. | Local Growth Deal (1, 2 and 3) - Six monthly Progress Update | 365 - 378 |
| | Report of the GM Mayor, Andy Burnham. | |
| 22. | Metrolink Phase 3 Monitoring & Evaluation | 379 - 386 |
| | Report of the GM Mayor, Andy Burnham. | |
| 23. | Greater Manchester Good Landlord Scheme | 387 - 394 |
| | Report of Salford City Mayor, Paul Dennett, Portfolio Lead of Housing, Planning & Environment. | |
| 24. | Greater Manchester Brownfield Housing Fund - Tranche 2 | 395 - 402 |
| | Report of the GM Mayor, Andy Burnham. | |

25. Greater Manchester Local Enterprise Partnership Membership Review 403 - 410

Report of Councillor Elise Wilson, Portfolio Lead for Economy.

26. Growth Co Business Plan 2021/22 411 - 416

Report of Councillor Elise Wilson, Portfolio Lead for Economy.

27. Greater Manchester Housing Investment Loans Update - To Follow

Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Planning & Environment.

28. Greater Manchester Housing Investment Loans Approvals- To Follow

Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Planning & Environment.

29. GM Investment Framework, Conditional Project Approval and temporary delegation 417 - 422

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

30. A Review of Remuneration for the Elected Mayor of the Greater Manchester Combined Authority (GMCA) and the Independent Members/Person appointed to the GMCA Audit and Standards Committees 423 - 446

Report of Liz Treacy, GMCA Monitoring Officer.

31. Exclusion of Press & Public

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

PART B

32. Growth Co Business Plan 2021/22 3 447 - 496

Report of Councillor Elise Wilson, Portfolio Lead for Economy.

33. Greater Manchester Housing Investment Loans 3 Approvals- To Follow

Report of City Mayor, Paul Dennett, Portfolio Lead for Planning, Housing & Environment.

34. GM Investment Framework, Conditional Project 3 Approval

497 - 506

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

Name	Organisation	Political Party
Councillor Eamonn O'Brien	Bury Council	Labour
GM Mayor Andy Burnham	GMCA	Labour
Councillor David Greenhalgh	Bolton Council	Conservative
Councillor Brenda Warrington	Tameside	Labour
Deputy Mayor Beverley Hughes	GMCA	Labour
Councillor Richard Leese	Manchester CC	Labour
Councillor Sean Fielding	Oldham MBC	Labour
Councillor Allen Brett	Rochdale	Labour
City Mayor Paul Dennett	Salford City Council	Labour
Councillor Andrew Western	Trafford	Labour
Councillor David Molyneux	Wigan Council	Labour
Councillor Elise Wilson	Stockport MBC	Labour

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

This agenda was issued on 18 March 2021 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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GMCA Meeting on 26 March 2021

Declaration of Councillors' interests in items appearing on the agenda

NAME: _____

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

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

QUICK GUIDE TO DECLARING INTERESTS AT GMCA MEETINGS

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

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

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

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

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

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

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

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

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

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

FOR A NON PREJUDICIAL INTEREST**YOU MUST**

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

TO NOTE:

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

FOR PREJUDICIAL INTERESTS**YOU MUST**

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

YOU MUST NOT:

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

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Agenda Item 4

MINUTES OF THE VIRTUAL MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY HELD ON FRIDAY 12 FEBRUARY 2021 VIA MICROSOFT TEAMS

PRESENT:

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

IN ATTENDANCE:

Rochdale	Councillor Janet Emsley
Tameside	Councillor Leanne Feeley

OFFICERS IN ATTENDANCE:

GMCA - Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – GMCA Treasurer	Steve Wilson
Bolton	Tony Oakman
Bury	Donna Ball
Manchester	Fiona Leddon
Salford	Tom Stannard
Stockport	Michael Cullen
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
TfGM	Steve Warrener
GMCA	Simon Nokes
GMCA	Claire Norman
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

GMCA 17/21 APOLOGIES

RESOLVED /-

1. That apologies be received and noted from Geoff Little (Bury), Pam Smith (Stockport Council) and Joanne Roney (Manchester City Council).
2. That it be noted that Steve Rumbelow (Rochdale Council) was unable to join the meeting due to technical difficulties.

GMCA 18/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED /-

That the new Chief Executive of Salford Council, Tom Stannard be welcomed to his first meeting of the Greater Manchester Combined Authority.

GMCA 19/21 DECLARATIONS OF INTEREST

RESOLVED /-

City Mayor Paul Dennett and Councillor Richard Leese declared personal prejudicial interests in relation to item 17 (GM Investment Framework: Conditional Project Approval).

GMCA 20/21 MINUTES OF THE GMCA MEETING HELD 29 JANUARY 2021

RESOLVED /-

That the minutes of the GMCA meeting held on 29 January 2021 be approved as a correct record.

GMCA 21/21 MINUTES OF THE GMCA OVERVIEW AND SCRUTINY COMMITTEE MEETINGS HELD IN FEBRUARY 2021

RESOLVED /-

1. That the minutes of the Economy, Business Growth and Skills Overview & Scrutiny Committee held on 5 February 2021 be noted.
2. That the minutes of the Housing, Planning and Environment Overview & Scrutiny Committee held on 4 February 2021 be noted.

GMCA 22/21 BUDGET REPORTS: GMCA REVENUE AND CAPITAL BUDGETS 2021/22 OVERVIEW

The GM Mayor introduced a suite of budget reports that began with an overview of the GMCA revenue and capital budgets for 2021/22. Thanks were expressed to officers of the GMCA in preparing these reports for consideration.

RESOLVED /-

That the report be noted.

Councillor Richard Leese, Deputy Mayor took the Chair.

The GM Mayor was invited to take Members of the GMCA through the budget proposals. He affirmed that setting a budget within the current environment had been additionally challenging as there had to be a balance between managing short term pressures and getting to a position of recovery. It was further recognised that many residents across GM were also facing financial hardship and tens of thousands of people were still excluded from any financial support from Government. The Mayor commented that awareness of this difficult time for many was at the forefront of his mind when determining these budget proposals, as too were the financial pressures that had increased significantly across Local Authorities.

It was clearly important to maintain essential services, but the momentum of working towards GM priorities, including the rebuild of systems to aid with recovery, also needed to be maintained. Much of this added financial pressure could be attributed to the gradual loss of Government support and austerity across public services. However, further savings had to be found to create financial stability for the GMCA and Greater Manchester Fire and Rescue Service (GMFRS) to ensure that they were in a position of strength to move forward into recovery. In relation to the GMFRS, these proposals would allow for 50 pumps to be maintained across GM as a minimum whilst delivering on other priorities such as the High-Rise Task Force's review of cladded buildings.

Other GM wide initiatives including work to address homelessness and rough sleeping would also receive the necessary funding through these budget proposals, as further support would be needed post pandemic in light of the A Bed Every Night programme already being at capacity. At last count there were 70 people sleeping rough across Greater Manchester and it remained a key priority to ensure there was a place offered to everyone initially throughout the winter period, and further longer-term housing options also being made available.

Members of the Combined Authority expressed their support for these budget proposals, especially in relation to the proposed freeze on the mayoral precept element. However, concerns remained regarding the significant financial pressures on Local Authorities as a result of not only the financial impact of Covid, that was not reimbursed as promised, but continuing austerity for public services. Frustrations were shared as to how Local Authorities had particularly stepped up to support residents through the pandemic but were now facing deeper budget cuts and employment uncertainties for staff. Members expressed how there had been £15bn reportedly cut from Local Authority grants since 2010 and that the recent applications for Section 114 notices from 12 Local Authorities across the UK was just the 'tip of the iceberg' in relation to the precarious position of many LA budgets. As a result, many were having to look to increase their council tax, which ultimately was a regressive form of taxation direct to the resident and felt to be irresponsible of Government, especially in the midst of a global pandemic.

Members added that Government's description of the latest Local Authority settlement was not reflective of the current serious position, and that there also remained too much uncertainty regarding future funding to allow Local Authorities to undertake any significant creative or innovative planning. The impact of funding the covid response had been

significant across all Greater Manchester and only further deepened the budget challenges for the forthcoming year and Members of the GMCA called upon Government to take a greater interest in the situation currently faced within Local Authorities in order for any sense of 'levelling up' to be achieved.

Members further urged the Government, as a priority, to look to address the increasing demand and financial pressures upon the Adult Social Care and Children's budgets as these were proving the most challenging areas for Local Authorities under such significant budget reductions and were a serious cause for concern.

It was further emphasised that Westminster had little understanding of the role, governance and delivery taking place in Local Authorities and that their approach to funding needed a fundamental shift in order to ensure residents had access to essential services into the future. The necessity of support had been seen even more significantly through the pandemic and would be seen for many years to come, furthermore Members recognised the inequality as to which communities had been worst affected and that were not afforded equal access to support. Members reiterated the extraordinary way that Local Authorities had stood up throughout the pandemic and that it was now time for the Government to deliver on their promises of support.

It was felt that the demand on Local Authorities to re-shape, re-design and re-structure services to meet a balanced budget became more difficult every year, with reports of annual savings to be found in the range of £30m which had seen the impact on residents spiralling further each year. Adding further taxation to residents was not a sustainable way of addressing the issues and caused significant concerns for all Members of the GMCA.

With respect to the digital reform programme 'Unified Architecture', Members requested further clarity as to its purpose, delivery and governance arrangements.

The GM Mayor thanked Members of the Combined Authority for their support and strong contributions and added his recognition as to the need for more financial support from Government to ensure the efficient delivery of Local Authority functions and a strong foundation upon which to level up.

RESOLVED /-

1. That the Mayor's General budget for 2021/22, together with the calculation of the precepts and Council Tax rates, set out in Appendix 4, be approved.
2. That a Mayoral General Precept for 2021/22, frozen at £90.95 (Band D) comprising of £66.20 for functions previously covered by the Fire and Rescue Authority precept and £24.75 for other Mayoral General functions, be approved.
3. That the overall budget for the Fire and Rescue Service for 2021/22 covered by the Mayoral precept and the medium-term financial position for the Fire and Rescue Service be approved.
4. That the funding included in the budget for Bus Reform be approved and that it be noted that a further update on expenditure and funding would be provided following a Mayoral decision on Bus Reform.
5. That the use of reserves, as set out in section 4 of the report, and the assessment by the Treasurer that the reserves as at March 2022 were adequate, be approved.

6. That it be noted that in accordance with legal requirements, the minutes will record the names of those Members voting for or against the Mayor's budget and precept proposals.
7. That it be noted that discussions were continuing on the governance and delivery of Unified Architecture Digital Reform.

GMCA 24/21 GMCA TRANSPORT REVENUE BUDGET 2021/22

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which set out the transport related GMCA budget for 2021/22. The proposed Transport Levy to be approved for 2021/22 was also included within the report together with the consequent allocations to the District Councils of Greater Manchester.

Steve Wilson, Treasurer to the GMCA added that conversations were ongoing with Government as to funding for light rail post March 2021.

RESOLVED /-

1. That the issues which were affecting the 2021/22 transport budgets, as detailed in the report, be noted.
2. That the GMCA budget relating to transport functions funded through the levy, as set out in this report for 2021/22, be approved.
3. That a Transport Levy on the District Councils in 2021/22 of £105.773 million, apportioned on the basis of mid-year population 2019, be approved.
4. That a Statutory Charge of £86.7 million to District Councils in 2021/22, as set out in Part 4 of the Transport Order, apportioned on the basis of mid-year population 2019, be approved.
5. That the use of reserves in 2020/21 and 2021/22, as detailed in section 5 of the report, be approved.
6. That authority be delegated to the GMCA Treasurer, in conjunction with the TfGM Finance and Corporate Services Director, to make the necessary adjustments between capital funding and revenue reserves to ensure the correct accounting treatment for the planned revenue spend on the following schemes:
 - GMIP development costs of up to £7 million from the second tranche of the Transforming Cities Fund (TCF2);
 - Mayors Challenge Fund programme costs of up to £1.5 million; and
 - Clean Air Plan Delivery costs of up to £2.2 million
7. That it be noted that the funding position on Bus Reform remains as set out in the report to GMCA on 27 November 2020.
8. That the proposal to increase fares by Retail Price Index (RPI) where applicable be endorsed and the increases proposed to Bus Stop closure charges be further endorsed.

GMCA 25/21 GMCA REVENUE GENERAL BUDGET 2021/22

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which set out the GMCA General budget for 2021/22. The proposed District Council contributions to be approved for 2021/22 of £8.603m were also included within the report together with the consequent allocations to the District Councils which detailed a reduction of £437k on the contribution for 2020/21.

RESOLVED/-

1. That the budget relating to the Greater Manchester Combined Authority functions excluding transport and waste in 2021/22, as set out in section 2 of the report, be approved.
2. That the District Contributions of £8.603 million, as set out in section 3 of the report, be approved.
3. That the use of reserves, as set out in section 4 of the report, be approved.

GMCA 26/21 GREATER MANCHESTER WASTE BUDGET AND LEVY 2021/22 AND MEDIUM-TERM FINANCIAL PLAN TO 2024/25

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which sought comment on the budget and levy for 2021/22 and on the Medium Term Financial Plan (MTFP) for the three year period to 2024/25.

RESOLVED/-

1. That the proposed revised budget and levy for 2021/22 be noted.
2. That the Trade Waste of £102.30 in 2021/22 and £114.83 in 2022/23 be approved to allow forward planning for the Districts.
3. That the transfer, to earmarked reserves, of any unspent budget in relation to potential areas of underspend to support activity in 2021/22, as set out in paragraphs 2.3 and 2.5 of the report, be approved.

GMCA 27/21 GMCA CAPITAL PROGRAMME 2020/21-2023/24

Councillor David Molyneux, Portfolio Lead for Resources presented an update in relation to the Greater Manchester Combined Authority capital expenditure programme for Transport and Economic and Regeneration functions.

RESOLVED/-

1. That the revisions to the 2020/21 capital forecast, as set out in Appendix A and detailed within the report be approved.
2. That the capital programme budget for 2021/22 and the forward commitments, as

detailed in the report and in Appendix A, be approved.

3. That it be noted that the capital programme was financed from a combination of grants, external contributions and long term borrowings.
4. That it be noted that provision has been made in the revenue budget for the associated financing costs of borrowing.
5. That the addition to the capital programme of the second Transforming Cities Fund (TCF2) as per the prioritised programme be approved and it be noted that the prioritised TCF 2 programme budgeted capital expenditure for 2021/22 is £2.6 million, as set out in section 6 of the report.
6. That the addition to the capital programme of the 'OZEV EV (Office for Zero Emission Vehicles Electric Vehicle) Taxi project' (as part of the Greater Manchester Clean Air Programme) be approved, with a current forecast expenditure of £0.1 million in 2020/21 and £2.0 million budgeted expenditure for 2021/22, as set out in section 9 of the report.
7. That the addition to the capital programme of the Access for All programme (part of the Department for Transport's Access for All programme for rail stations) be approved, with a current forecast expenditure of £0.1 million in 2020/21 and £1.1 million budgeted expenditure for 2021/22, as set out in section 10 of the report.
8. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, where necessary, to vary individual scheme allocations for the Growth Deal programmes, in order to optimise Growth Deal grant expenditure by 31 March 2021.
9. That it be noted that the capital programme would continue to be reviewed, with any new schemes which have not yet received specific approval being the subject of future reports.

GMCA 28/21 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2021/22

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which set out the proposed Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for 2021/22 to 2023/24 for the GMCA. The strategy reflected the 2020-2024 Capital Programme for GMCA Transport, Economic Development, Fire and Rescue and Waste reported separately on this agenda and the previously approved Police Capital Programme for 2020-2023.

RESOLVED/-

That the proposed Treasury Management Strategy Statement and Annual Investment Strategy, to apply from the 1 April 2021 be approved, in particular:

- a) The Treasury and Prudential Indicators listed in Section 5 of the report.
- b) The Minimum Revenue Provision (MRP) Strategy outlined in Appendix
- c) The Treasury Management Policy Statement at Appendix B
- d) The Treasury Management Scheme of Delegation at Appendix C.
- e) The Borrowing Strategy outlined in Section 7 of the report
- f) The Annual Investment Strategy detailed in Section 8 of the report.

- g) Delegation to the Treasurer to step outside of the investment limits to safeguard the GMCA's position as outlined in section 8.18 of the report.

GMCA 29/21 CAPITAL STRATEGY 2021/22

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which set out the Capital Strategy providing the medium to long term context in which capital investment decisions were made and the governance for those decisions. It also offered a summary of the GMCA approach to investments and the Treasury Management Strategy and the Treasury Management Strategy Statement for 2021/22.

RESOLVED/-

That the Capital Strategy for 2021/22 be approved.

GMCA 30/21 GMCA REVENUE UPDATE 2020/21

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which informed the GMCA of the 2020/21 forecast revenue outturn position as at the end of Quarter 3, 31st December 2020.

RESOLVED/-

1. That it be noted that the Mayoral General revenue outturn position for 2020/21 showed an underspend of £5.5m and that the proposed transfer to Mayoral reserve, as set out in Section 2 of the report, be approved.
2. That the GMCA General Budget revenue outturn position for 2020/21 which showed a breakeven position, be noted.
3. That an increase in 2020/21 budget for the GM Delivery Team of £30k funded from revenue grant from Homes England be approved, and that it be spent before 31st March 2021 as set out in paragraph 3.5 of the report.
4. That it be noted that the Mayoral General – GM Fire & Rescue revenue outturn position for 2020/21 showed an underspend position of £1.641 million and that the proposed transfer to general reserve, as set out in Section 4 of the report, be approved.
5. That the Waste outturn position of breakeven for 2020/21, after proposals agreed with GMCA on 31st July and 25th September, and the agreement, in principle, to refund the Districts for the levy adjustment that will be paid to GMCA as a result of increased tonnages, be noted.
6. That it be noted that the TfGM revenue position for 2020/21 was in line with budget.
7. That the use of reserves of £2.1 million to fund the costs of voluntary severance incurred in 2020/21, the costs of which will be replenished from savings in future years, as set out in paragraph 6.2 of the report, be approved.
8. That authority be delegated to the GMCA Treasurer, in conjunction with the TfGM Finance and Corporate Services Director, to make the necessary adjustments

between capital funding and revenue reserves to ensure the correct accounting treatment for the planned revenue spend on the following schemes as set out in paragraphs 6.8 and 6.9 of the report:

- Greater Manchester Infrastructure Programme (GMIP) development costs of up to £6.3m from Transforming Cities 2
- Mayors Challenge Fund delivery costs of up to £1.5 million
Clean Air Plan Delivery costs of up to £4.3 million

GMCA 31/21 GREATER MANCHESTER - A CITY-REGION THAT SUPPORTS THE 'RIGHT TO FOOD'

The GM Mayor introduced a report which outlined the 'Right to Food' campaign, a lobbying effort calling on Government to make access to food a legal right in the UK as part of the National Food Strategy. This report sought agreement of Greater Manchester Combined Authority to show Greater Manchester wide support to the Right to Food pledge, recognising the far-reaching opportunities and benefits this would have for all residents. It was considered critical territory as recovery from the pandemic began, to ensure that all residents still had access to basic necessities and that this ongoing support for families was supported by UK law.

Councillor Elise Wilson, Portfolio Lead for the Economy reported that many inequalities had been exasperated by the covid pandemic, and that basic food provision had been underfunded for many years resulting in increasing examples of food poverty across the UK. With thanks to recent public campaigns, Government was beginning to recognise this issue and ensure provision was available. This was often being delivered through proactive voluntary and community groups but remained the responsibility of all public bodies to sign up to a collaborative approach. However, this could also be further strengthened by ensuring that access to food was a legal right in the UK as a holistic approach would further be able to address some of the wider determinants to the inequalities that cause food poverty and create a fairer and more equal society.

Members felt that Greater Manchester had excelled in providing access to food throughout the pandemic with thanks to an amazing network of local delivery organisations, however it was imperative that there was strong Government support to drive this agenda forward and ensure that every person was afforded access to basic provision.

The GM Mayor added that the support of the foodbanks movement had been monumental in creating traction for this agenda, and further support from the National Food Commission would also be welcomed in highlighting the issue. Locally in Greater Manchester, the GM Poverty Action work had been successful in broadening this work to signpost people to support services and gain a greater understanding as to the determinants to their poor access to food provision.

Members further recognised this and had seen examples within their own local foodbanks of people who were experiencing a range of connecting issues such as debt and fuel poverty, so the interaction at foodbanks was proving crucial in the first step to addressing these additional needs. There were strong examples of where projects had begun as foodbanks and had broadened to support wider issues, such as the Bury Community Support Network. It was important that Local Authorities were given the opportunity to see what initiatives

were already being delivered across GM, to learn from their ideas and potentially expand their current local offer.

It was disappointing to Members of the GMCA that as one of the richest countries in the world, a discussion on food poverty was necessary and urged that focus on a broader prevention agenda was also prioritised at a Central Government level to address the failing system that causes such symptoms. Specific drivers of inequality included, unaffordable housing, rising rents, high property prices, zero-hour contracts, part time working, no living wage, welfare reform, austerity on LA finances and no support for increasing personal debt.

Members further expressed concern that more people were falling into food poverty, even when they were working. However, this initiative would offer a further opportunity to begin to address the wider issues that sit closely alongside the inequalities agenda to help build a fairer society.

RESOLVED/-

1. That the call for the 'Right to Food' to be incorporated into the 'National Food Strategy' and in time enshrined in legislation, recognising that such a national reassurance could address wider issues in the welfare system and enable us to focus local efforts on upstream poverty prevention, be endorsed.
2. That a unified message be co-signed from Greater Manchester in the form of a letter to the Independent Lead of the National Food Strategy commission to highlight this request.
3. That the intention to develop the Greater Manchester 'No Child Should Go Hungry' campaign into a broader GM-wide ambition around tackling the root causes of poverty with an appropriate balance of targeted work and early intervention & prevention be noted.
4. That the work of the Bury Community Support Network be noted and considered as a potential blueprint for similar networks across Greater Manchester.
5. That the role of the GM Good Employment Charter be recognised as key to sustainable and fair employment and that this should be sought through all public procurement exercises to enable it to have the greatest possible impact.
6. That is be noted that the GMCA is the first Combined Authority in England to endorse the right to food for all.

GMCA 32/21 ECONOMIC RECOVERY DASHBOARD

Councillor Elise Wilson, Portfolio Lead for the Economy took Members through the latest Economic Recovery Dashboard which had shown an increase in people claiming unemployment benefits since December that had now plateaued. However, data still indicated that the North West had a higher proportion of inactive residents than the UK average.

Passenger journeys were still lower than pre-covid levels, however, were significantly higher than during the first lockdown.

Trading was now taking place under the new EU regulations which had created some issues specifically in relation to import and export activity that would take some time to address. It was anticipated that the size of impact may be masked by the current covid situation and once the UK begins to function inline with pre-covid levels, the impact (especially in relation to the service sector) would become more apparent.

Members reported some initial conversations with large GM companies regarding their potential relocation to Europe as a result of the restriction of the new regulations which potentially indicated a concerning trend and urged for the GMCA to monitor this position.

RESOLVED/-

That the Economic Recovery Dashboard be noted.

GMCA 33/21 CLIMATE EMERGENCY - 6 MONTH UPDATE

Councillor Andrew Western, Portfolio Lead for the Green City Region took Members through an update on the climate emergency declared by the GMCA at their meeting in July 2019. With regards to the 5 Year Environment Plan, all governance actions had been completed and all operational actions had commenced. As a result of the impact of Covid, some progress had slowed, however there was a planned approach set out as to how each action would be taken forward. Significant traction had been made in relation to the improved energy efficiency of domestic and public buildings with over £10m of Green Homes Grants having been awarded and over £80m of funds secured to retrofit public buildings in GM. Further progress was expected throughout 2021, with an additional £15m of grants anticipated to be at the approval stage before the next meeting of the CA.

Members suggested that the Climate Change Conference scheduled to take place in Glasgow this November would be an ideal venue to showcase the work of GM on this agenda to date.

In relation to social value, Members questioned as to whether the grants had been awarded to schemes which offered local employment. It was confirmed that this element would be built into the contracting process as it was recognised that such schemes were unique opportunities to offer re-training and create new jobs.

RESOLVED/-

1. That the paper and the progress against the GMCA Climate Emergency declaration be noted.
2. That the GM Green City Region briefing on delivery against the GM 5 Year Environment Plan for September-December 2021 be noted and disseminated to elected members.
3. That further information on the social value of local jobs created through this work be shared with Councillor Greenhalgh.

GMCA 34/21 BIOWASTE MANAGEMENT STRATEGY

Cllr Andrew Western, Portfolio Lead for the Green City Region took Members through a report which set out the steps required to develop a strategy to manage kerbside collected biowaste from across the conurbation in light of potential service changes arising from the implementation of the English Resources and Waste Strategy. Part A of the report detailed the implications for Greater Manchester if the proposed weekly separate food waste collection were to be introduced and the accompanying Part B report set out the gap in terms of interim provision.

Members were informed that the current contractual position (with Suez) was due to expire in May 2022, which equated to 80,000 tonnes of waste, 136,300 of which was classified as biowaste. Officers were also addressing the non-Suez biowaste contracts and developing a strategy to further understand the potential implications of the Government's national strategy on GM.

There was concern from Members of the GMCA that residents would not be in favour of another recycling collection and the potential additional costs to Local Authorities to set up and maintain such a collection. The rationale for these proposed changes was also unclear, as current systems were working well and biowaste was already collected successfully. Government had promised that any additional cost would be met, however there was some scepticism regarding this statement as not all costs had yet been fully understood. Officers would be robustly setting out the additional costs as part of the consultation feedback.

Members urged that Government should be focussing on some of the broader conversations regarding how additional products could be made recyclable and how to support large manufacturers in their recycling efforts.

RESOLVED /-

1. That the commencement of the procurement process for biowaste treatment contracts for the period June 2022 to May 2026 be approved.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the GMCA Treasurer and the Portfolio Lead for Green Cities to approve the award of contracts under the biowaste framework.
3. That authority be delegated to the GMCA Monitoring Officer to complete all necessary legal agreements for the Biowaste treatment contracts.

GMCA 35/21 THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND

The GM Mayor took Members through the latest update on the Mayor's Cycling and Walking Challenge Fund, which sought approval for two development cost approvals and one full cost approval.

The City Mayor of Salford, Paul Dennett thanked the GMCA for the specific support to the schemes in Salford which would improve connectivity and encourage more active travel across the borough.

RESOLVED /-

1. That the agreed MCF delivery priorities across GM and the prioritised first phase for the programme, as set out in Appendix 1 of the report be noted.

2. That the release of up to £0.7 million of development cost funding for the 2 MCF schemes set out in section 2 of the report be approved.
3. That the release of up to £0.51 million MCF funding for Salford's Liverpool Street scheme (Phase 1), in order to secure full approval and enable the signing of a delivery agreement, as set out in section 3 of the report be approved.

**GMCA 36/21 GMCA RESPONSE TO THE CONSULTATION ON TIMETABLE
OPTIONS TO IMPROVE RAIL PERFORMANCE IN THE NORTH OF
ENGLAND**

The GM Mayor introduced a report which set out the proposed approach in response to the consultation into the Timetable Options to Improve Rail Performance in the North of England and recommend next steps. Members of the GMCA were aware that the congestion experienced in this area of the network was as a result of the lack of infrastructure development over the past few years, which now prevented the system from being able to cope with the level of demand.

These proposals were for a temporary solution to enable greater reliability of services, however the GMCA recognised that removing services was not a long term or sustainable solution.

Network Rail had provided three potential options, however, each one had negative impacts on one or more GM communities, and therefore TfGM had been asked to look at a revised option that would have no disproportionate impact to any GM borough.

Members of the GMCA supported this working principle and urged that services remain regular, well connected and provided employment/education links as their first priority. However, there were fundamental system changes that also needed to be addressed to ensure that the rail network could support Government to reach its climate change ambitions and was fit for purpose including electrification of lines, access for all, the re-opening of lost stations and confirmed long-term funding arrangements.

Many GM Local Authorities reported that they would be responding on their own behalf to the consultation, but that their response would also be in-line with a collaborative GM response.

RESOLVED /-

1. That the content of this report be noted.
2. That authority be delegated to the Chief Executive Officer, in consultation with the Mayor of Greater Manchester, to approve and submit a response to the consultation on behalf of GMCA.
3. That consideration would be given to Members' concerns in relation to the inclusion of a half hourly service to Greenfield, a more frequent service along the Atherton line and the retention of a link between Eccles and the Airport as part of GM's response to the consultation.

4. That it be noted that TfGM were working up an alternative proposal and that the draft consultation response would be shared with GM Leaders before its final submission.

GMCA 37/21 GM BROWNFIELD HOUSING FUND - ADDITIONAL AWARD OF FUNDING FROM MHCLG

Salford City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure introduced a report which sought the approval for the allocation of Brownfield Housing Fund monies to Local Authority projects. Over £81m had been awarded to Greater Manchester to support such schemes over the next five years, of which £37.2m had already been allocated to projects in tranche one. Further to this, GM had been successful in an additional grant of £15.8m of the remaining national funding for tranche one. All of these schemes would support Government's ambition for 1043 additional homes to be built in Greater Manchester and demonstrates the GMCAs commitment to brownfield land development.

Members of the GMCA welcomed this scheme as a demonstration to the 'brownfield land first' approach and recognised that it was a key determining factor to ensuring the availability of housing could be improved. For example, Bury reported an additional 120 units as a result of tranche 1 funding, providing much needed affordable and low carbon homes.

Salford City Mayor Paul Dennett thanked Members for their support and reported that the awaited outcomes of the Green Book revision could potentially enable further levelling up, however there were significant challenges to get schemes off the ground that needed further Government support to address.

RESOLVED /-

1. That the allocation of £18.2m of Brownfield Housing Fund monies to fund Local Authority priority projects that were submitted to MHCLG as part of the Brownfield Housing Fund bidding process be approved in principle, subject to satisfactory due diligence being undertaken to confirm the deliverability of the projects.
2. That the allocation of £16.01m of funding to those projects set out in Annex 1 of the report where satisfactory due diligence has already been undertaken be approved.
3. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to agree the final terms of all the necessary agreements.

GMCA 38/21 GM INVESTMENT FRAMEWORK, CONDITIONAL PROJECT APPROVAL

Councillor David Molyneux, Portfolio Lead for Resources introduced a report which requested the GMCA to note the Chief Executive Decision Notice for the approval of loans to Manchester Science Partnerships Limited and to IRAF UK Vantage 3 Limited. In view of the prolonged timeframe between the Combined Authority's meetings in February and March 2021, the report further sought approval to delegate authority to the Combined Authority Chief Executive in consultation with the Combined Authority Treasurer and the Portfolio Lead for Investment and Resources, to approve projects for funding and agree

urgent variations to the terms of funding previously approved by the Combined Authority, for the period 13 February 2021 to 25 March 2021.

RESOLVED /-

1. That the Chief Executive Officer, GMCA & TfGM Decision Notice for the approval of loans to Manchester Science Partnerships Limited (“MSP”) and to IRAF UK Vantage 3 Limited (“Vantage”) be noted.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, and the GMCA Treasurer, in consultation with the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding in the period 13 February 2021 to 25 March 2021. Any recommendations that are approved under the delegation will be reported to the next available meeting of the GMCA.

GMCA 39/21 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

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

GMCA 40/21 BIOWASTE MANAGEMENT STRATEGY

CLERK’S NOTE: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 34/21 above refers).

RESOLVED /-

That the report be noted.

GMCA 41/21 DATE AND TIME OF FUTURE MEETINGS

RESOLVED /-

That it be noted that the GMCA will next meet on Friday 26 March, as agreed at the Annual Meeting.

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**GREATER MANCHESTER HOUSING PLANNING AND ENVIRONMENT OVERVIEW & SCRUTINY HELD
ON 11 MARCH 2021, AT 18:00 VIA MICROSOFT TEAMS**

PRESENT:

Councillor John Walsh (Chair)	Bolton
Councillor Martin Hayes	Bury
Councillor Mandie Shilton Godwin	Manchester
Councillor Jill Lovecy	Manchester
Councillor Sharmina August	Salford
Councillor Charles Gibson	Stockport
Councillor Janet Mobbs	Stockport
Councillor Mike Glover	Tameside
Councillor Kevin Procter	Trafford
Councillor Amy Whyte	Trafford
Councillor Fred Walker	Wigan

OFFICERS IN ATTENDANCE:

Mayor Paul Dennett	Salford City Council
Neil Waddington	GMCA
Andrew McIntosh	GMCA
Steve Fyfe	GMCA
Joanne Heron	GMCA
Jamie Fallon	GMCA
Jenny Hollamby	GMCA
Paul Harris	GMCA

HPE 270/20 APOLOGIES

Apologies for absence were received from Councillor's Paul Cropper (Bury), Linda Robinson (Rochdale), Liam Billington (Tameside).

HPE 271/20 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

Members were advised that an additional committee meeting had been arranged on Friday 19 March 2021 to consider Bus Reform. Members were requested to confirm their attendance with Officers, to ensure that the meeting was quorate.

HPE 272/20 DECLARATIONS OF INTEREST

RESOLVED/-

No declarations of interest were received.

HPE 273/20 MINUTES OF THE LAST MEETING HELD 4 FEBRUARY 2020

RESOLVED/-

That the minutes of the meeting held on 4 February 2020 be agreed as an accurate record.

HPE 274/20 GM GOOD LANDLORD SCHEME

Mayor Paul Dennett, Portfolio Lead for Housing Homelessness and Infrastructure, introduced the report which outlined proposals for the implementation of a Good Landlord Scheme, as an element of GM support in addressing the issues facing the private rented sector (PRS) across the city region.

The PRS was under huge stress as a result of the Covid-19 pandemic, with many tenants and landlords challenged by the consequences of reduced incomes, increasing rent arrears, changing policy and legal position, and insufficient access to support from the welfare system, leading to uncertainty about the future of their homes.

Members were advised that the GMCA had committed to providing funding totalling £1.5 million, over three years, utilising surplus generated by the GM HILF. The aim was to strengthen the focus on enforcement in a Hub and Spoke way, noting that the design would be co-produced with districts, giving consideration to how best to apply and target additional enforcement resources (subject to the discussions it was proposed that 75% of the funding would be applied to strengthen enforcement activity).

The GM Landlord Scheme would focus on three elements;

- Continued work with districts and others to ensure tenants and landlords had access to accurate and up-to-date information and advice, including advice to tenants around housing and welfare rights and dealing with personal and household debt.
- Strengthened and focused enforcement capacity in a co-produced model with districts, and potentially with improved connections to housing advice and advocacy services, and to GMFRS, GMP and Trading Standards enforcement activity. While enforcement powers lie at district level, there was clearly resource constraints on teams locally which GM HILF surpluses could help to restore.
- Targeted capacity building for landlords (and agents) to help them better support their tenants, particularly those on low incomes, including training and access/signposting to help around retrofit and other funding opportunities or support.

To complement the strengthened enforcement capacity, exit routes from the sector for landlords would be offered through promotion of the active growth of ethical/social investors in the sector – including working with registered providers to achieve this via the ethical lettings agency ‘Let Us’, through investors such as the existing relationship with Resonance, and by using opportunities such as the Rough Sleepers Accommodation Fund available from MHCLG.

It was acknowledged that measures taken by Government to mitigate and delay a potential crisis have had a significant effect, but concerns continued to grow about what would happen when measures such as furlough, mortgage holidays and other financial support to tenants and landlords were withdrawn. Members were advised that evictions continued to happen, and now rent arrears accrued during the pandemic were counted in assessing ‘significant arrears.’ Once the ban on enforcing most repossessions ended (now expected on 31 March) there could be a

significant rise in court cases, and the number of people presenting as homeless to local authorities.

The GMCA would continue to lobby the Government for positive changes, and support to the sector, including the Renters Reform Bill, abolishment of section 21's, and reforming the welfare system so that households reliant on it had a sufficient and stable income to meet the realistic costs of a decent home.

Steve Fyfe, Director of Housing Strategy, added that Ministers had just announced a further extension to Section 21 legislation until 31 May 2021. Newly released data (to November 2020) showed that 30,000 more households (compared to January 2020) in the PRS were now claiming housing benefits, a total of 104,000 households in GM (update to paragraph 2.2 in the report).

Members raised the following questions:

- Members welcomed the renewed focus on enforcement but considered the negative impact this could have on the PRS, with the potential that Private Landlords may decide to sell their properties.

The City Mayor felt that enforcement should not be avoided, and emphasised that residents had a right to a decent home.

- The need for more social housing was highlighted.

The City Mayor agreed that more social housing was needed and felt that councils should be allowed to return to building social housing on mass, to reduce the dependence on the market, and ensure good quality affordable housing was accessible. It was acknowledged that as this was not currently an option the GMCA was working pragmatically with housing associations to maximise the number of affordable homes available. It was noted that many of the properties purchased through the 'Right to Buy' scheme end up in the PRS, within which quality was a problem.

- The challenges faced by those on benefits to secure good quality private rented properties from smaller landlords was discussed. Were there plans to engage with smaller landlords to promote the advantages of letting to those on benefits? It was noted that in some cases the local authority would pay the secure bond, and first month's rent to landlords, along with offering grants to improve properties.

It was confirmed that the Ethical Lettings Agency (ELA) promoted schemes to landlords including offering support to unplanned landlords (who did not plan to acquire property). The ELA offers rents capped at the housing allowance rate so that the properties were accessible to those on benefits.

- Steve Fyfe provided a brief overview of the approaches being adopted by both the Welsh and Scottish Governments, which included offering loans and grants to cover the rent arrears which had arisen throughout the pandemic. It was advised that co-ordinated Government lobbying with GM and national partners (e.g. Shelter, Crisis, NRLA and other city regions) on both short term interventions and longer term reforms was being undertaken, which included suggesting a similar approach.

- A Member felt that there was an imbalance in power between many landlords and their tenants which needed to be addressed, with many tenants scared to raise issues for fear of being evicted.

The City Mayor confirmed that a multi-faceted approach would be adopted, which would include a focus on empowering tenants by supporting them to understand their rights and how to exercise them. The ELA also provided an exit route to struggling landlords

- Given the scale of the housing crisis, was the response significant enough?

It was acknowledged that austerity had greatly affected councils, with revenue budgets decimated, which had impacted on the support councils were able to provide. The funding provided a welcome opportunity to utilise the resources available to address the growing issue.

- A Member requested further information on the quality of data available, in particularly whether an ethnicity breakdown was available.

The challenges in accessing contemporary housing data was highlighted, in particularly on the PRS. It was confirmed that the Census would be an informative resource once published. Steve Fyfe highlighted that the last Census showed that approximately 16% of white households resided within the PRS, with around 25% of Black African Caribbean households, which was not expected to have changed dramatically. Members were advised that those who reside within the PRS spend a bigger proportion of their money on housing costs than those households in social housing.

- Members considered the approaches taken by other areas such as the Liverpool City Region whose Landlord Licencing Scheme was rejected by Government. The challenges around enforcement of unregistered landlords was highlighted.

The City Mayor confirmed that there was a suite of powers which local authorities could utilise from CPO powers, to civil prosecutions, which would be dictated by the circumstances.

RESOLVED/-

That the update be noted.

HPE 275/20 GM BROWNFIELD HOUSING FUND (BHF) TRANCHE 2 SITES

Mayor Paul Dennett, Portfolio Lead for Housing Homelessness and Infrastructure, introduced a report which provided an update on the approach being taken and criteria applied to the prioritisation of sites that were to be allocated Grant Funding as part of “Tranche 2” (remaining spend) under the Brownfield Housing Fund.

It was confirmed that following Government’s announcement of a £400m Brownfield Housing Fund (“BHF”) (in March 2020), in late June 2020 the Ministry for Housing, Communities and Local Government (MHCLG) allocated the funding to Combined Authority areas, with GMCA, receiving

an initial allocation of £81.1m over a 5-year period, with the aim to strive to unlock 7,500 homes (which equates to £15,000 per home). The announcement took place under the 'Build, Build, Build' series of announcements, and as part of Government's Covid-19 recovery plan.

Members were reminded that given the spend requirements set by MHCLG for 2020/21, the sites prioritised under Tranche 1 was based upon deliverability, and the ability of the site to spend at least 50% of the overall Grant Ask during 2020/21. This related to 24 sites, amounting to £38.422m of the overall £81.1m allocation (a potential 4,353 units across GM).

Following a further competitive stage for up to £40m of funding, GMCA was awarded a further £15.8m, and in addition to this, a further £1.94m revenue spend had also been allocated to the GMCA to support delivery of housing on brownfield sites.

Following engagement with Leaders, Chief Executives, and Directors of Place, the Tranche 2 selection process was designed to focus investment through a more place-based approach to align with the GM Strategy and principles as set out in the CSR submission to Government. The prioritisation process comprised of an Eligibility Criteria, and Prioritisation Criteria (Deliverability 30%, Value for Money 30%, Strategic Fit 40%).

It was confirmed that a 'Call for Information' stage was undertaken in November/December 2020 and following this the GMCA received submissions for 66 sites across GM, which totalled a grant requirement of more than £200m. Following the prioritisation process a prioritised list was identified which was due to be considered by the GMCA at the end of March 2021 for approval. Major changes to the priority sites was not anticipated, however, should any sites be unable to meet the associated timescales, and not be sufficiently progressed by 30 June 2021, a reserve list had been developed to enable the monies to be re-allocated.

Members raised the following questions:

- The Chair welcomed the update and explored whether there was confidence that the schemes could be delivered within the required timescales.

City Mayor Paul Dennett advised that progress was regularly being reviewed at various meetings including by Directors of Place. It was confirmed that should any issues arise a reallocation process was in place.

- It was highlighted that the full prioritisation criteria was not outlined within Appendix 1 as described.

Members were referred to section 2 within the report which provided an overview of the Prioritisation Criteria, and section 3 which outlined the contingency planning arrangements (clawback arrangements).

- A Member requested further information about what was classed 'on the ground' and how reassurance was being sought in relation to delivery timescales.

It was confirmed that contractors must have started onsite by the end of this Parliament. Members were reminded that in Tranche 1 the GMCA were required to spend at least 50% of the overall Grant ask during 2020/21, and subsequently 24 sites, amounting to £38.422m of

the overall £81.1m allocation was committed. Members were advised that the GMCA was trying to make progress as quickly as possible to ensure that future targets could be met through a 'positive gaining' approach, providing the money upfront to get the schemes on site. Robust contingency plans were mitigate any issues.

Andrew McIntosh, added that the deliverability criteria was the main driver for assessment, and spend had been forecasted ahead of the timetable dictated by Government. Regular monitoring arrangements were in place so that there was adequate time to reallocate the funding, whilst still meeting the commitment.

RESOLVED/-

1. That the update be noted.
2. That Members comments on the proposed process and criteria to be applied to prioritising sites for grant funding under "Tranche 2" of the Brownfield Housing Fund be noted.

HPE 276/20 WORK PROGRAMME

RESOLVED/-

That the Work Programme be noted.

HPE 277/20 REGISTER OF KEY DECISIONS

RESOLVED/-

That the Register of Key Decisions be noted.

DATE AND TIME OF NEXT MEETING

Friday 19 March 2021

Agenda Item 7

MINUTES OF THE VIRTUAL MEETING OF THE GREATER MANCHESTER TRANSPORT COMMITTEE HELD ON FRIDAY 19 FEBRUARY 2020 VIA MICROSOFT TEAMS

PRESENT:

Councillor Mark Aldred (in the Chair)	Wigan Council
Councillor Stuart Haslam	Bolton Council
Councillor Richard Gold	Bury Council
Councillor Sean Fielding	GMCA
Councillor John Leech	Manchester City Council
Councillor Angeliki Stogia	Manchester City Council
Councillor Dzidra Noor	Manchester City Council
Councillor Naeem Hassan	Manchester City Council
Councillor Howard Sykes	Oldham Council
Councillor Phil Burke	Rochdale Council
Councillor Shah Wazir	Rochdale Council
Councillor Roger Jones	Salford Council
Councillor Barry Warner	Salford Council
Councillor David Meller	Stockport MBC
Councillor Doreen Dickinson	Tameside MBC
Councillor Warren Bray	Tameside MBC
Councillor Peter Robinson	Tameside MBC
Councillor Nathan Evans	Trafford Council
Councillor Steve Adshead	Trafford Council

OFFICERS IN ATTENDANCE:

Bob Morris	Chief Operating Officer, TfGM
Kate Brown	Director of Corporate Affairs, TfGM
Lucy Kennon	Head of Resilience & Business Continuity, TfGM
Gareth Firth	GMP
Wasim Chaudhry	GMP
Joshua Kay	Public Affairs Officer, TfGM
Kate Green	Travelsafe Partnership Officer, TfGM
Nicola Kane	Head of Strategic Planning & Research, TfGM
Daniel Vaughan	Head of Metrolink, TfGM
Gwynne Williams	Deputy Monitoring Officer, GMCA
Lee Teasdale	Governance Officer, GMCA

GMTC 01/21 APOLOGIES

That apologies be received and noted from Eamonn Boylan (Chief Executive of the GMCA and TfGM).

GMTC 02/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

Resolved /-

That there were no Chairs announcements or items of urgent business.

GMTC 03/21 DECLARATIONS OF INTEREST

Resolved /-

That Cllr Phil Burke declared a personal interest in item 7 (Transport Network Performance) as an employee of Metrolink.

GMTC 04/21 MINUTES OF THE GM TRANSPORT COMMITTEE MEETING HELD 11 DECEMBER 2020

Resolved /-

That the minutes of the meeting held 11 December 2020 be approved.

GMTC 05/21 MINUTES OF THE GMTC SUB COMMITTEES HELD IN JANUARY 2021

It was highlighted that paragraph 2 of GMTMRC 06/21 made a reference to bus operators that should state train operators.

Resolved /-

That, subject to the above amendment, the minutes of the following sub committees be noted –

- Bus Services – 15 January 2021
- Metrolink and Rail – 22 January 2021

GMTC 06/21 GMTC WORK PROGRAMME

Resolved /-

That the GM Transport Committee Work Programme be noted.

GMTC 07/21 TRANSPORT NETWORK PERFORMANCE UPDATE

Bob Morris, Chief Operating Officer TfGM, updated the Committee on the latest performance information for the public transport network in GM.

It was advised that patronage across the network had been significantly impacted by the third national lockdown. The biggest reductions had been seen in rail-based forms of transport – currently carrying around 18% of pre-pandemic numbers. The region's roads had seen the least impact, with 74% of pre-pandemic traffic still seen. Overall, it was considered that whilst the impacts on numbers had not been as severe as the first

lockdown, there had been more impact than that seen during the second lockdown.

In terms of general performance, the network had fared well, with the only impacts requiring mitigation measures being those arising from Storm Christoph, particularly in the south of the region. Heavy rail performance remained strong, a change in timetables had been seen on 18th January, the main impact of this had been a reduction in some services and the reduction of carriages on some services. Bus services saw a reduction in timetables at the end of January to around 85% of pre-Covid-19 mileage levels, this involved the suspension of around 40% of school services.

Members noted from the report that walking and cycling figures had been impacted by recent inclement weather. It was asked whether the figures included a specific breakdown of the patronage on the cycling Bee Network, and if these numbers had held up more than the general cycling figures. It was not known if data at that level of granularity was available for the Network, but officers would investigate and report back accordingly.

It was noted that on p43 of the report on network safety, figures only went up to August 2019. It was confirmed that this should have stated April 2020 and would be amended.

Members stated that they would be interested to see how the mode shifts between different types of transport held up as the region moved out of the current restrictions. It was advised that TfGM would continue to monitor data trends as restrictions alleviated and would report back on any notable shifts.

Members queried whether any operators had made proposals to their front-line staff concerning Covid-19 vaccinations given their frequent close contact with the public. TfGM confirmed that it had discussed with Department for Transport the possibility of prioritisation of public transport front-line staff for Covid-19 vaccination jobs and were progressing within GM the use of 'spare' vaccine at the end of the day to reduce wastage. A recent example was KAM Metrolink frontline workers who were able to obtain a vaccination in this way.

Resolved /-

1. That the report be noted.
2. That any information available regarding patronage levels of Bee Network cycling routes in comparison to general cycling numbers be fed back to Cllr Leech.
3. That it be noted that the reference to August 2019 on p43 of the report be amended to read April 2020.
4. That thanks be noted to all service operators for their hard work over the past two months in light of the continued Covid-19 concerns and inclement weather.
5. That TfGM had discussed with the Department for Transport the prioritisation of public transport front-line staff for Covid-19 vaccination jobs and are progressing within GM the use of 'spare' vaccine at the end of the day to reduce wastage.

GMTC 08/21 TRAVELSAFE PARTNERSHIP ANNUAL REPORT

Bob Morris, Chief Operating Officer TfGM, introduced the report, stating that it had not been due until March, but given previous comments it was felt appropriate to bring it forward to

the February meeting of the Committee.

Lucy Kennon (Head of Resilience & Business Continuity, TfGM), together with Chief Superintendent Wasim Chaudhry and Chief Inspector Gareth Firth (Greater Manchester Police Transport Unit) gave a presentation to the Committee breaking down the work of the TravelSafe Partnership over the previous year.

The Partnership had grown in 2020, with Arriva, Diamond and Go Ahead becoming formal partners. This had now been further augmented with the recent joining of Northern at the start of 2021.

The bus networks had seen positive results throughout the year, with a 47% reduction in reported incidents of crime and anti-social behaviour (ASB) during 2020 compared to 2019. Broken down further, this represented a 60% reduction on the buses and/or at bus stops, and a 26% reduction at bus stations and interchanges.

Metrolink had seen a 20% reduction in incidents of crime and ASB during 2020 compared to 2019. A key headline in the positive partnership activity with Metrolink had been the 45% reduction seen on the Oldham and Rochdale line, which had previously been considered a problem hotspot on the network. However, 2020 had also seen a 27% increase in incidents within the 'City Zone' of central Manchester.

Specific activity work undertaken during 2020 included the TravelSafe Partnerships 'Days of Action'. The aim of these were to provide passenger reassurance and the encouragement of safe travel; increase passenger confidence in regard to the reduction of crime and ASB; and during the period of the pandemic, to engage with and encourage passengers to wear face masks and adhere to social distancing regulations.

GMP representatives highlighted the importance of problem solving at the local level. The challenges faced were considerably broader than a simple approach of patrolling and reassurance and included a whole suite of areas such as focussed work at particular interchanges, weapons searches and a focus on supporting the most vulnerable users of the network, such as the homeless and younger children. Beyond the tram and bus networks, a lot of partnership work also took place on the road and cycle networks, including the vital addressing of the 'Fatal Five' with road users.

Further key achievements throughout the year had included the production of signposting cards for engaging with homeless persons; the piloting of a live chat for discreet incident reporting; a 'Streetwatch' pilot with a community group in Newhey, Rochdale; and continued joint engagement work with the GM Violent Crime Reduction Unit.

Members asked about the relation of crime figures dropping and the lockdown. Had there been a relative increase in crime on the bus network due to the lower overall numbers using buses. It was advised that the bus network had retained reasonably high patronage levels compared to other transport modes. However, there had been a relative increase in terms of crime and patronage levels as many passengers who were usually found to cause trouble had still used the network more consistently than other users. There was also the concern that emptier networks made ASB more likely.

Concerns were expressed by members about problems at isolated stations, with specific reference made to Hollinwood Metrolink stop in Oldham. The general low-level nuisance and disruption made by congregating youths on the platforms caused perceptions that stations such as this one were unsafe places, causing residents to shy away from making

use of the network. GMP officers noted the concerns and emphasised the importance of intelligence gathering from local residents and their representatives to ensure that these issues were directly targeted by the Partnership (and other specialist resources where deemed necessary).

Members also expressed concern about the perception that increasing levels of law breaking, particularly speeding, had been seen on the region's roads since the outbreak of Covid-19. Members stated that they had spoken with residents who now felt it was pointless to continue reporting incidents of speeding. These issues were emphasised by a recent day of action on Mauldeth Road West which had seen speeds recorded of up to 107mph on a 30mph stretch of road. It was queried whether precepts were being put into addressing road safety issues, and whether funding could be committed to further installing of speed cameras.

GMP officers stated that extra patrol work was taking place to address the increases seen in incidents of speeding. There had been 67 fatal road deaths in the region in 2020, and it was clear that further collective work was needed to resolve this issue. There were also dedicated analysts looking at hotspots and the best approaches to enforcement activity and the siting of cameras. TfGM officers advised that more information on the ongoing work of the Road Safety Partnership could be brought to a future meeting of the Committee.

Thanks were expressed to Inspector Andrew Fern, Matthew Iddles (Metrolink), Lucy Kennon (TfGM), Kate Green (TfGM) and PC Gareth Walker for their partnership work in addressing issues related to the Oldham and Rochdale Metrolink line. It was stated that they had pulled the actions to combat issues on the line together brilliantly at and short notice and that it had not gone unnoticed by residents.

Thanks were also expressed to all partners involved in the resolution of incidents at Wigan & Leigh bus stations with the conviction of the responsible party.

Resolved /-

1. That the TravelSafe Partnership annual report be noted.
2. That concerns highlighted about the isolated nature of the Hollinwood Metrolink stop on the Oldham/Rochdale line be noted by officers.
3. That concerns highlighted about the perceived increases in incidents of speeding road vehicles seen in the region be noted by officers.
4. That an item on the work of the Road Safety Partnership be brought to a future meeting of the Committee.
5. That thanks be noted on the record to Inspector Andrew Fern, Matthew Iddles (Metrolink), Lucy Kennon (TfGM), Kate Green (TfGM) and PC Gareth Walker for their partnership work in addressing issues related to the Oldham and Rochdale Metrolink line.
6. That thanks be noted on the record for work undertaken at Wigan & Leigh bus stations resulting in a conviction for offenses committed.

Simon Warburton, Transport Strategy Director, TfGM introduced a report highlighting the revised strategy now approved by CA alongside a 5-year delivery plan. It was advised that this had been particularly timely in the context of new funding opportunities, and the Delivery Plan showed that GM was now very clear in terms of where its priorities lay. However, the task was not complete and there was a series of activities now taking place that would take this agenda forward.

Nicola Kane, Head of Strategic Planning & Research, TfGM, provided some of the further detail. Programmes included the Greater Manchester Transport Strategy 2040 which sought to ensure that 50% of all journeys taken in the region by 2040 were either on foot, by bicycle or on public transport; the updating of the GM Mayor's 'Our Network' scheme; net carbon zero by 2038 ambitions; and the development overall of the Clean Air Plan.

Members discussed concerns about appropriate levels of infrastructure being in place ahead of the expected significant rises in domestic EV purchases in the coming years. Officers explained that a programme was underway that included the upgrading of legacy charging sites to now include 4th generation equipment to replace the 1st generation that funding had been secured for some years ago. A rollout of additional charging points was being undertaken month by month in GM, with extra funding having been made available through the Transforming Cities Fund to support this work over the next 12 months. The Fund would also look to project further into the future beyond the initial rollout phases as the infrastructure became increasingly complex. It was known that 40% of homes in GM did not have access to a driveway and residential charging points would therefore become an increasing issue. There would also of course eventually be a decision to be made on when the private sector began to take the lead role in the EV market.

A mapping exercise was taking place looking at current and forward provision and projections on charging points – it was agreed that bringing the results of this exercise to a future meeting of the Committee would provide value.

Members expressed concern that plans around decarbonisation had not been drawn out clearly within the delivery plan. Officers advised that carbon reduction was at the heart of all strategy documents, and funding sources were being considered for the quickest possible delivery of this. Further detail could be brought to the Committee throughout the year on the detail.

Members noted how critical freight and the movement of goods would be to the plans. Officers stated that a lot of changes to goods activity had taken place over the last 12 months, particularly in terms of retail activity – and it was expected that a certain level of this would continue into the future. Building Back Better would look at freight consolidation and managing the miles of freight on the road.

Members referred moving towards electric buses. It was known that some operators were already undertaking trials on this – and it was asked that a report on progress around this be brought to a future meeting of the Bus Services Sub-Committee.

Resolved /-

1. That the publication of the GM Transport Strategy 2040 Refresh, Delivery Plan and Local Implementation Plans be noted.
2. That the plans for developing the 2040 sub-strategies be noted.

3. That concerns highlighted about the need for a significant EV charging point rollout programme be noted by officers.
4. That a report on the mapping exercise regarding current and future projections for EV charging points be brought to a future meeting of the Committee.
5. That reports providing more detail on the programmes being undertaken to address decarbonisation plans be brought to future meetings of the Committee.
6. That a report detailing the work being undertaken by bus operators to introduce Electric and hybrid fuel busses to their fleets be brought to a meeting of the Bus Services Sub-Committee.

GMTC 10/21 DATE AND TIME OF NEXT MEETING

The Chair advised the Committee of the sad news that former Bolton Councillor and member of the Committee, Norman Critchley, had recently passed away. The Committee held a minute's silence in his memory.

Resolved /-

That the Sub Committees would next meet on 12 March 2021 (GM Bus Services Sub-Committee) and 19 March 2021 (GM Metrolink and Rail Sub-Committee).

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Date: 26th March 2021

Subject: Update on Greater Manchester Independent Inequalities Commission

Report of: Brenda Warrington, Portfolio Leader for Age-friendly Greater Manchester and Equalities, and Pam Smith, Portfolio Lead Chief Executive for Age-friendly Greater Manchester

PURPOSE OF REPORT:

To provide an update on progress with the Greater Manchester Independent Inequalities Commission, which has been established to respond to long term systemic inequality issues present in Greater Manchester and provide the projected programme for the launch of the Commission's report and future associated activities.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the update and publication arrangements for the Independent Inequalities Commission, including its work to collect, analyse and report on inequalities, as part of the development of its recommendations
2. Welcome the publication of the Commission's Report which includes a number of flagship recommendations for addressing inequality in Greater Manchester
3. Note that a further report will be brought to the CA in early summer containing a proposal for how GM might take action in the light of the Commission's recommendations.
4. Agree that the Tackling Inequalities Board will ensure all future work on inequalities is aligned and takes full account of the Commission's recommendations

CONTACT OFFICERS:

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<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

Equalities Implications:

The GM Independent Inequalities Commission seeks to respond to equalities issues present in Greater Manchester. It will develop and publish a detailed evidence base, explore the intersectionalities between equalities characteristics and issues such as health, education, employment, housing and poverty, before making a number of recommendations aimed at tackling systemic discrimination and addressing inequalities between communities.

Climate Change Impact Assessment and Mitigation Measures –

The work of the Commission will enable the view and representations of members of GM society into the design and delivery of relevant policy and activity, including access to green spaces, sustainable transport options, alternative working models and maintaining and supporting ongoing environmental improvements.

Risk Management:

N/A

Legal Considerations:

N/A

Financial Consequences – Revenue:

N/A

Financial Consequences – Capital:

N/A

Number of attachments to the report: None**Comments/recommendations from Overview & Scrutiny Committee**

N/A

BACKGROUND PAPERS:

None

TRACKING/PROCESS		[All sections to be completed]
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No [Delete as appropriate]
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?		Please state the reason the report is exempt from call-in
GM Transport Committee	Overview & Scrutiny Committee	
[Date considered at GM Transport Cttee if appropriate]	[Date considered by the relevant Overview & Scrutiny Committee]	

1. INTRODUCTION AND BACKGROUND

1.1 In October 2020, the GMCA launched the Independent Inequalities Commission to support and influence the city-region's renewal following the Covid pandemic. It is a key deliverable in our Living with Covid Plan. The Combined Authority has challenged the Commission to be a catalyst for transformation, helping to develop ideas, providing expert opinion, evidence and guidance as Greater Manchester's economy and society reshapes over the coming months and years.

1.2 The mission of the Greater Manchester Independent Inequalities Commission is to better understand the pre-existing and emerging inequalities in the city-region, consider how tackling these inequalities should feature in a refreshed Greater Manchester Strategy, and outline a small number of specific and hard-hitting recommendations.

1.3 The Commission sits independently of all Greater Manchester decision-making structures, and acts in an independent, advisory capacity. Its independence allows the Commission the chance to challenge, to explore powers and levers and to set out a road map for tackling inequality in GM. The Commission has been chaired by Professor Kate Pickett of the University of York, joined by:

- Saeed Atcha MBE DL, CEO of Youth Leads UK, Deputy Lieutenant of Greater Manchester and Government Social Mobility Commissioner
- Miatta Fahnbulleh, Chief Executive of the New Economics Foundation
- Ruth Lupton, Honorary Professor of Education at the University of Manchester, and former Head of the Inclusive Growth Analysis Unit
- Neil McInroy, CEO of the Centre for Local Economic Strategies
- Lord Simon Woolley, the Director and founder of Operation Black Vote, and crossbench Peer

1.4 This paper provides an update on the work of the Greater Manchester Independent Inequalities Commission and describes how it is proposed to launch the Commission's report.

2 GREATER MANCHESTER INDEPENDENT INEQUALITIES COMMISSION

2.1 Since the last update report to the CA in November 2020, the Commission has been developing its ideas around how Greater Manchester might address some of the key inequalities faced by its citizens, with a particular focus on those which have deepened as a result of the Covid pandemic, and through the lens provided by the Black Lives Matter focus on race equality and discrimination.

2.2 The work of the Commission was informed by an evidence 'stock take' from across Greater Manchester. This involved bringing together existing evidence, community insights and data to inform the baseline position. The Commission has progressed by meeting with expert witnesses, holding hearings and round table discussions, and commissioning specific evidence and research work. This has been carried out in an inclusive manner – involving community members and those with lived experience of inequality, reaching out across the voluntary and community sector, and utilising both the established equalities engagement infrastructure across GM as well as assembling

new participation groups, such as working with Greater Manchester Poverty Action to convene a new Poverty Reference Group.

2.3 The analytical framework which has been used by the Commission considers:

- **Power inequalities** - Differing levels of agency over things that matter in people's lives have been linked to differing levels of control over one's exposure to COVID. For example: (In)security at work, (In)security of housing tenure and Lack of political voice
- **Resource inequalities** - Pre-existing socio-economic inequalities have made particular groups (e.g. women, young people and BAME people) and localities (i.e. areas of multiple deprivation) especially vulnerable to the effects of COVID. For example: Income and wealth inequalities, Indebtedness, Quality of housing, Education / skills (including resources for home schooling), Access to healthy food, digital connectivity, healthcare, The public realm: access to green space, clean air, safe streets / transport
- **Social exclusion / participation** - These inequalities are also affecting the ability of different groups to participate in society, worsening isolation and loneliness - e.g. Those with caring responsibilities, Those without digital access, Elderly and disabled people
- **Quality of life** - Unequal ability to meet basic needs, Health inequalities, including physical health (unequal risk of contracting COVID) and mental health (unequal impacts of lockdown), Access to independent living for disabled people, Rising risk of domestic abuse

2.4 During February and early March 2021, Commission members have been working to finalise their report, which will include a small number of flagship actions to catalyse work to address the root causes of poverty and inequality in Greater Manchester.

2.5 The report will be launched on 26th March at a short press conference before the CA meeting. This event will see the Chair Kate Pickett, present the Commission's report to the Combined Authority and Mayor of Greater Manchester. After the event, the Report from the Commission will be published at the Combined Authority website on the Commission's web pages¹.

3. NEXT STEPS

3.1 As stated above, the findings and recommendations from the Commission will be used to inform the refresh of the Greater Manchester Strategy later in 2021.

3.2 The first step following the publication of the Commission's report will be to instigate a period of dialogue with key stakeholders and communities, focussed on seeking agreement on delivering the Commission's recommendations and confirming commitment to participate in the activities which will be required. This work will be led by the GM Tackling Inequality Board, which is chaired by Cllr Brenda Warrington.

3.3 It is proposed that the Tackling Inequality Board leads the development of an Implementation Plan in response to the Commission's report and recommendations, which will be brought to the CA for approval in early summer of 2021.

¹ [Independent Inequalities Commission - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)

3.4 The GM Equalities Panels and the Poverty Reference Group will have a key role in the roll out of the vision and recommendations outlined by the Commission over the coming 12 months and beyond.

4. RECOMMENDATIONS:

4.1 Recommendations appear at the front of this report.

Date: 26th March 2021

Subject: Greater Manchester's Equality Panels

Report of: Brenda Warrington, Portfolio Leader for Age-friendly Greater Manchester and Equalities, and Pam Smith, Portfolio Lead Chief Executive for Age-friendly Greater Manchester

PURPOSE OF REPORT:

To provide an update on the development and impact of the Greater Manchester Equality Panels and secure funding to continue their important role in supporting the GMCA to tackle inequality.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note and provide comment on the progress made in the establishment and delivery of equalities advisory panels.
2. Increase the annual budget for the LGBTQ+ Panel to £50,000 for 2021/22, to make this consistent with the budget for other panels
3. Approve £50,000 to each of the Youth Combined Authority, Faith Advisory Panel and Older People's Panel from the Mayor's Budget to commission facilitating organisations for 2021/22

CONTACT OFFICERS:

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Adrian Bates, Equalities Strategy, Adrian.bates@greatermanchester-ca.gov.uk

Equalities Implications:

The Equality Panels provide a bridge between the Combined Authority and the diverse communities of Greater Manchester, enabling policy and decision makers to engage and communicate with people most at risk of discrimination and inequality. The Panels enable more effective and efficient use of resources, delivering better outcomes for residents and reducing reactive public service interventions

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Climate Change Impact Assessment and Mitigation Measures –

The Panels delivery will not have any direct impact on climate change, through the engagement of the equalities panels however better policy and delivery design can be supported including responding to sustainability and climate change challenges

Risk Management:

N/A

Legal Considerations:

All public services are required to take appropriate action to ensure equity of their decisions, policies and services under the Equality Act. The Panels provide us with support to ensure we meet our requirements and take effective action to mitigate risks

Financial Consequences – Revenue:

The Equality Panels require financial resources to be facilitated effectively. The report sets out the requirement for £50,000 per panel per year, totaling £350,000 per annum.

Financial Consequences – Capital:

N/A

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

<https://democracy.greatermanchester-ca.gov.uk/documents/s8791/12%20Responding%20to%20Inequalities%20GMCA%20Paper%2031.7.20%20v4.pdf>

<https://democracy.greatermanchester-ca.gov.uk/documents/s8790/11%20GMCA%20-%20Equalities%20Panels%20Annual%20Reports%20-%20July%202020%20v1.pdf>

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

1. BACKGROUND

1.1 *“Poor health and inequalities in some communities are impacting not only on the lives of thousands of residents, but the development of our city region as a whole”*
Greater Manchester Independent Prosperity Review 2019

1.2 Whilst the pandemic has further reinforced long-standing inequality in our communities, as one resident commented in the consultation for the Race Equality Panel, *“The issues have been the same for the last 100 years.”*

2. GREATER MANCHESTER EQUALITY PANELS

2.1 The Greater Manchester Strategy sets out a clear ambition for *‘a place where all voices are heard and where, working together, we can shape our future’*, and this is reinforced in the principles underpinning the Greater Manchester Model; *‘doing with not to’*.

2.2 The Equality Panels have been established to help tackle the structural and organisational prejudice and discrimination that causes inequality and injustice in society, through the advancement of equity and fairness in decisions, policies and services across all sectors and communities.

2.3 The role of the Panels is to:

- Champion Greater Manchester’s cultural heritage and history of community inclusion and social justice
- Advise the Mayor of Greater Manchester and the Greater Manchester Lead for Ageing and Equalities of the challenges and opportunities faced by people linked to their identity
- Provide constructive challenge to political and organisational leaders to tackle prejudice and discrimination within their organisations and structures
- Proactively support and constructively challenge the GMCA and its public, private and voluntary sector partners to develop effective solutions that tackle inequality and increase equity

2.4 There are currently five panels and a further two proposed.

- Youth Combined Authority,
- LGBTQ+ Panel,
- Disabled People’s Panel,
- Women and Girl’s Panel,
- Race Equality Panel,
- Faith Advisory Panel (proposed), and
- Older People’s Panel (proposed)

2.5 The Panels act in an advisory role and report directly to the Portfolio Lead for Ageing and Equalities. They escalate concerns and issues to the Portfolio Lead, including in relation to the support of public services and commitment to change. However, the Panels do not have any decision-making authority within the constitution of the GMCA.

3. IMPACT OF THE PANELS

- 3.1 Providing **insight** into our diverse communities, enabling political leaders and public bodies to listen and engage with people in a more targeted and appropriate way
- The Disabled Peoples Panel's Big Disability Survey was completed by nearly 1000 people during the pandemic, attracting national attention, and providing a series of significant recommendations in relation to health and social care policy and provision.
 - Similarly, the Hidden Figures Report completed by the LBGT Foundation within the LGBTQ+ Panel, which has been recently added to with a survey on vaccine take-up and collated with other insight to provide a comprehensive report on the impact of Covid on the LGBTQ+ community.
 - All Equality panels have contributed to the Independent Inequalities Commission, ensuring a richness of lived experience has informed its thinking and recommendations. For example, the Race Equality Panel has had two sessions with Kate Pickett and Lord Simon Wooley looking at structural racism

3.2 **Communicating** key messages to our communities as trusted sources

- The GM Ageing Hub and Older Peoples Network designed, produced and delivered 66,000 Keeping Well at Home booklets providing practical advice to people who are digitally excluded,
- The Disabled People's Panel championed the need for and then promoted a Textphone number for Community Hubs for people with a hearing impairment
- Recently the Race Equality panel have been promoting information countering vaccine hesitancy within their communities

3.3 **Designing** more effective policy, commissioning and services with public bodies, improving outcomes for individuals, reducing inequality and preventing expenditure in other parts of the system

- Our Pass has been codesigned with the Youth Combined Authority, making it more beneficial for young people
- The Women and Girls Panel is supporting the development of the GM Gender-based Violence Strategy and commissioning plan
- Proportionality in Policing is a priority for the Race Equality Panel, and they are working closely with GMCA and GMP on an emerging report and action plan, with sessions facilitated by the Deputy Mayor and Acting Chief Constable.

3.4 Supporting an asset-based approach, highlighting new opportunities (and challenges) for positive **collaboration** between communities and public services

- The Youth Combined Authority had a lead role in the 2020 Green Summit, building on the passion and creativity of young people, creating a series of interactive sessions
- The LGBTQ+ Panel and Mayoral Advisor have championed Pride events across the city-region, enabling all ten boroughs to host events
- The Faith sector have been key players in the No Child Should Go Hungry programme, and we will build on this partnership, and other collaboration with the sector, to create a mutually beneficial Faith Advisory Panel

4. STRENGTHENING THE PANELS

- 4.1 New structures have been developed to strengthen coordination and collaboration between the Panels, public services policy makers and political decisionmakers. Most significantly, the new Tackling Inequalities Board (Chaired by Cllr Warrington) brings together senior political and organisational leaders with equality representatives, to lead a more intensive and consistent approach to equality and inclusion in society and

by public services. The Board will ensure all future work on inequalities is aligned and takes full account of the recommendations of the Independent Inequalities Commission.

4.2 The Board is supported by a new Tackling Inequalities Executive Group of senior officers from across Growth, Reform and Health and Social Care, which acts as the 'engine room', driving forward coordination and collaboration ensuring a systemic approach to tackling inequalities.

4.3 In addition, work has taken place within the Panels to strengthen their operating methods and connectivity into the Combined Authority. Consistent principles across the Panels have been developed, ensuring

- membership of the panels reflects the diversity of Greater Manchester, with a broad representation across different demographics, the ten districts, and across sectors and other interests.
- recruitment is transparent, the Chairs are selected by panel members and membership is publicised,
- the Panels take an intersectional approach where appropriate, and collaborate with other equality networks, voluntary sector and public services in localities to make best use of resources and maximise impact

5. FACILITATION OF THE PANELS

5.1 Three of the Panels are currently facilitated by a voluntary sector organisations; Coalition for Disabled People – Disabled Peoples Panel, Youth Focus North West – Youth Combined Authority, and Manchester Pride – LGBTQ+ Panel. This gives the Panel a greater degree of independence, more credibility within their community, enabling more impactful communication and engagement, and invests financial resources in the voluntary sector.

5.2 Core requirements of the facilitating organisation are:

- Strategic development – developing a work programme based on the shared vision of the Greater Manchester Strategy, maintaining an inclusive and diverse panel membership, and exploring opportunities to secure additional funding for the work of the Panel
- Communication, engagement and insight – promoting the Panel at city-region, regional and national level, delivering key messages to communities as a trusted source, and supporting panel members to undertake effective engagement and communication with their networks and communities, enabling public services to gain greater insight
- Panel member development – supporting panel members to be actively involved and develop their skills, confidence and experience, creating future leaders
- Organisational development – hosting the Panel, acting as the main contact and facilitating its activity, with stakeholders, public services and communities
- Financial management – paying reasonable travel and other out of pocket expenses and any additional support required by panel members to enable them to play an active role, for example accessible material
- Transparency and accountability – complying with all relevant data protection and safeguarding legislation and regulations
- Evaluation – reporting progress to the Portfolio Leader and an Annual Report to the Combined Authority

5.3 The intention is to commission facilitating organisations for the Women and Girls Panel, Race Equality Panel, Faith Advisory Panel and Older Peoples Panel for 2021/22 (subject to budget agreement where needed).

6. BUDGET

6.1 Four panels currently have funding agreed by the Combined Authority for 2021/22

Panel	Budget agreed for 2021/22	GMCA approval
Women and Girls Panel	£25,000*	Budget agreed to March 2022 (by delegated decision) £50,000k over two years Approved in June 2020
Disabled Peoples Panel	£50,000	Budget agreed to March 2022 £75,000 Oct 20 – Mar 22 Approved in July 2020
LGBTQ+ Panel	£30,000**	Budget agreed to March 2022 £45,000 Oct 20 – Mar 22 Approved in July 2020
Race Equality Panel	£50,000	Budget agreed to March 2022 £100,000 over two years (2020/21 and 2021/22) Approved in September 2020

6.2 *The Women & Girls Panel was awarded a lesser amount than other panels (£50,000 over two years) but has the full allocation available to spend in 2021/22 due to later establishment of the Panel in 2020/21 than originally envisaged due to Covid.

6.3 **The LGBTQ+ Panel also receives a lesser amount, which needs to be addressed (see recommendation below).

6.4 In addition, the budget for the Youth Combined Authority ends in March 2021. This requires a new budget of £50,000 for 2021/22 (see recommendation below)

Youth Combined Authority	£50,000	Budget agreed to March 2021 £100,000 over two years Approved in January 2019
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6.5 Furthermore, funding is required to support the development of the Faith Advisory Panel and Older Peoples Panel. To equate with other Panels, the budget of £50,000 per panel for 2021/22 is required (see recommendation below).

6.6 This will secure a consistent budget of £50,000 per panel for 2021/22. Through the year the performance of the facilitating organisations panels will be managed, and impact of the Panels measured, to inform the budget request for 2022/23 and future years.

7. RECOMMENDATIONS

7.1 GMCA are asked to:

1. Note and provide comment on the progress made in the establishment and delivery of equalities advisory panels.
2. Increase the annual budget for the LGBTQ+ Panel to £50,000 for 2021/22, to make this consistent with the budget for other panels
3. Approve £50,000 to each of the Youth Combined Authority, Faith Advisory Panel and Older People's Panel from the Mayor's Budget to commission facilitating organisations for 2021/22

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Date: 26th March 2021

Subject: Living with Covid Resilience Plan, Quarter Two Progress Update

Report of: Andy Burnham, Portfolio Lead for Strategy and Eamonn Boylan
Portfolio Lead Chief Executive for Strategy

PURPOSE OF REPORT:

To provide a progress update on the implementation of the Greater Manchester Living with Covid Resilience plan, after two quarters of delivery. This report provides an update on the evidenced impacts arising from Covid, an overall assessment of progresses and challenges which remain, an update on the work being undertaken to respond to the inequalities evidenced and exacerbated by Covid, and summary updates on the progresses made against the deliverables in the Living with Covid Plan.

RECOMMENDATIONS:

The GMCA is requested to:

Note and comment of the progress update provided on the delivery of the GM Living with Covid Resilience Plan

CONTACT OFFICERS:

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Equalities Implications:

The actions contained within the Living with Covid Resilience Plan seek to more fully understand the inequalities evidenced through the pandemic. The actions in the Plan seek as far as possible to mitigate those identified impacts, and includes a series of actions to develop systemic responses and mechanisms to more fully assess, understand and respond to evidenced inequalities.

Climate Change Impact Assessment and Mitigation Measures –

The Living with Covid Resilience Plan highlights climate change actions, impacts and improvements observed through the pandemic. The implementation of the plan seeks to retain those initial benefits and also supports the successful delivery of a series of actions which will support GM's climate change ambitions. The development of a comprehensive assessment tool will further support this work, with a systemwide approach to the assessment of impacts arising from propositions and development of appropriate mitigating actions.

Risk Management:

No specific risks associated with the progress report, however the report details risks to the future delivery of strategic priorities and the challenges posed to the GM system going forward to continue to support our people, places and businesses at the scale and pace required due to the impacts arising from the pandemic.

Legal Considerations:

N/A

Financial Consequences – Revenue:

N/A (plan delivered within existing resources)

Financial Consequences – Capital:

N/A (plan delivered within existing resources)

Number of attachments to the report: 0**Comments/recommendations from Overview & Scrutiny Committee**

To be considered at future meetings of O&S Committee

BACKGROUND PAPERS:

The Living with Covid Resilience Plan was agreed by the GMCA at their meeting on 2nd September 2020 <https://democracy.greatermanchester-ca.gov.uk/documents/s9127/7%20Living%20with%20Covid%20Plan.pdf>

The quarter one progress update of the Living with Covid Resilience Plan was agreed by the GMCA at their meeting on 18th December 2020 <https://democracy.greatermanchester-ca.gov.uk/documents/s11119/9%20Living%20with%20Covid%20Plan%20Progress%20Update%20-%20GMCA%2018.12.20.pdf>

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

1. INTRODUCTION/BACKGROUND

1.1 The one year Living with Covid Resilience Plan was agreed in September 2020 by the GMCA and adopted by the GM system as the main delivery document to steer and continue to develop the system wide responses to the ongoing Coronavirus pandemic. This is the update report for progress and developments after the second quarter delivery of the Plan.

1.2 The Plan is structured under a series of GM deliverables which the system collectively is seeking to attain to deliver a response to the observed impacts arising from the initial outbreak of the pandemic.

1.3 This paper provides:

- An update on the impacts evidenced and experienced across Greater Manchester as the pandemic continues (section 2)
- An update on overall system progresses and challenges around implementation of the Living with Covid Plan, and how these now begin to shape and inform the refresh of the Greater Manchester Strategy (section 3)

- An update on the systemwide response to developing improved assessment and targeting mechanisms to respond to inequalities and environmental impacts (section 4)
A summary update of progresses made against the GM deliverables in the one year plan (section 5)

1.4 It should be noted this progress report relates to activity being delivered under the Living with Covid Resilience Plan, which is distinct from the Greater Manchester Contain Plan. The two plans are complementary, and the system working together to develop and deliver against both. The Living with Covid Resilience Plan's focus is to respond to the issues and wider impacts of Covid on Greater Manchester's people, places and businesses, with the Contain Plan focusing on activities around outbreak management, infection control, vaccination roll out etc. Actions being delivered under both plans will continue to shape and evolve over the coming months as the pandemic continues, responsive to the changing needs. The systemwide evidence and learning from the Plans implementation will inform the refresh of the Greater Manchester Strategy later in the year.

2. UNDERSTANDING THE IMPACTS ARISING FROM COVID

2.1 The Living with Covid Resilience Plan was developed in response to the impacts (both positive and negative) seen during the first wave of the outbreak. At six months into the delivery of the Plan (and 11 months into the pandemic), an updated assessment is provided below of the current status of those observed impacts. This updated assessment is provided to contextualise how the pandemic has impacted on Greater Manchester and how those impacts are likely to shape our actions and responses over the longer term. The below is not intended to provide comment or information on the policy responses and actions delivered.

2.2 The table below shows that the observed impacts arising from Covid, have not significantly changed over the last six months, however, the nature of the presentation of those impacts has, in many cases shifted. For example, some issues may not necessarily now present as urgent and needing an emergency response, but instead are of concern due to a greater understanding of the long term nature, and more likely entrenched impacts arising. There is also a greater number of those observed impacts which are now deemed to be worse than when initially observed, in part recognising the entrenchment of the issues presented, but also significantly due to the pandemic ongoing, significant second / third wave impact and the continuation of local and national restrictions throughout this period. Understanding the changing nature of those impacts, their evolution from short term emergency needs, to medium or long term challenges, will be critical if we are collectively going to

continue to develop effective responses and drive the necessary system changes to resolve them.

2.3 The potential positive impacts seen are also felt to be fewer now than when originally assessed. This is in part explained by the temporary nature of some of those initially perceived positive impacts, not all of which have been retained over this period, and for many where the key issue will be the level to which systems and networks retain changes and improvements gained as we move through release of lockdown and a return to an element of pre-pandemic normality in our operations.

2.4 It is notable that across the observed impacts, there is now a greater understanding of overall increases in levels of poverty, unequal impacts and effects currently being felt and likely to continue over time. There is now also a greater understanding of the far-reaching nature of the impacts arising from Covid and recognition of the complexity and likelihood of those impacts increasing over time, with the additional challenges this poses for our collective ability to meet strategic ambitions. As we move into the refresh of the Greater Manchester Strategy and development of further responses to the pandemic and the post-pandemic period, systemwide we must acknowledge increases in poverty and inequality, and our responses must be intelligent and multi-faceted, responding to the intersectional and complex issues presented.

2.5 Additional to the observed impacts table below, the Greater Manchester Population Survey is now providing regular insight and intelligence to understand the impacts of the pandemic on the lives of Greater Manchester residents. These findings add to our collective understanding of the observed impacts table below and provide more nuanced intelligence to enable a greater understanding of those impacts and a more targeted and tailored response. Three surveys have been completed to date with some of the key messages below from the January 2021 survey, with comparisons to the November 2020 baseline position:

- Overall levels of concerns about coronavirus remain higher in the January 2021 survey than the November baseline
- Increased proportions of respondents have specific concerns for their mental health and finances
- Only around 1 in 8 (13%) of people who needed to self-isolate due to coronavirus have been able to claim financial support
- A significant increase in financial impacts has been reported since December, with higher proportions of respondents stating they or someone in their household has lost their job and/or needed to borrow extra money. More of those in work are working reduced hours.
- More than 8 out of 10 respondents with children are concerned about their education, with 1 in 2 stating this as a 'big concern'

- The proportion of respondents ignoring health concerns or having medical appointments cancelled has risen significantly since the November and December surveys
- The proportion of respondents with 'low ' levels of satisfactions with life is higher than the November baseline, with 16-24 year olds, people out of work and those on furlough among the least satisfied

2.6 The survey intelligence provides detailed disaggregated information on concerns by specific population groups / cohorts, compared to the GM population as a whole. This intelligence demonstrates the significant differences in experiences, concerns and impacts arising from Covid on different communities, places and businesses throughout the pandemic, and highlights further the longer-term nature of the issues and inequalities evidenced that will need to be considered and responded to as GM continues to live with Covid, and moves into recovery and renewal phases.

	Impacts observed at September 2020	Impacts update at February 2021
Significant and potentially devastating, to be tackled urgently	<ul style="list-style-type: none"> • Health impacts on BAME people, disabled people and older people • Mental health impacts on all ages, shielding people, and those more likely to be isolated • Educational and social impacts in particular on disadvantaged children and families • Fragility of the social care system laid bare • Lack of access to physical and mental health care among disabled people and shielding people • Lack of access to food among poorer communities • Digital exclusion impacts as services shift to online, exclusion and isolation including older people and disabled people • Economic impacts on low paid workers, young people and the self-employed and devastating impact on cultural, hospitality and leisure sectors • Greater Manchester's businesses and economic sustainability and growth has suffered • Homelessness and rough sleeper impacts, as people were housed in hotels • Managing risks for key workers, ensuring safe continuation of essential services • Towns and cities, limited use during lockdown • Fear of starting up 'normal' life again 	<ul style="list-style-type: none"> • Health impacts Disproportionate negative impacts and outcomes continue to be seen in non-white ethnicities, older people and disabled people • Mental health Growth in demand for mental health services, impacts seen across all ages. Longevity of ongoing situation impacting on groups and individuals not previously identified as at significant risk. • Lack of access to food Increased demand and need for food services, evidence of newly unemployed, working families, variation on cohorts presenting. VCSE organisations continue to deliver beyond funding and capacity to try to respond to increasing demand. • Educational and social impacts Continued disruption to education, longer term implications apparent and significant social impacts arising. Disproportionate impact on disadvantaged children and families. • Fragility of social care system Continuing issues regarding capacity, funding and support needed for the system to address sustainability and fragilities as part of a joined up health and care system. • Lack of access to physical and mental health care Ongoing pandemic has resulted in restarting of some services, but access remains limited for many. Shielding has ceased and restarted. • Digital exclusion impacts Issues persist amongst some communities and places, impacting on service accessibility for those with greatest needs. • Homelessness and rough sleepers Ongoing significant impacts, development of appropriate and continuous provisions to meet need. • Economic impacts Significant worsening of economic situation, with further worsening anticipated as support schemes end. Significant increase in unemployment, notably young people and older workers. • Greater Manchester's businesses Ongoing significant impacts across businesses and sectors. Growth potential significantly limited and sustainability / viability issues significant across sectors. • Role of and reliance upon VCSE organisations Ongoing need and reliance upon sector as part of systemwide response. Organisations stretched beyond capacity, funding challenges remain and staff fatigue significant. • Towns and cities Use continues to be limited due to ongoing lockdown and restrictions. Opportunities for places reset as part of recovery, but towns and cities will be significantly impacted by business closures, limited leisure reopening etc. • Managing risks for key workers Disproportionate impact of Covid seen on many key worker groups. Risks now better managed through PPE provision, Covid secure workplaces and vaccine roll out. • Fear of starting up 'normal' life again Potentially greater fear and risk than originally observed due to longevity of ongoing restrictions and lockdowns. • Emergence of new community networks / Creation of multiagency networks Some informal networks have been 'mainstreamed' as part of ongoing response / BAU. Numbers of volunteers lower after first wave. • Locally controlled devolved resources In some areas this has enabled timely, local provision, however can also cause inconsistencies across GM. Issues remain with Gov not devolving resources and increased competitive bidding approaches. • Temporary cleaner air Gains have been maintained in part due to limited economic reopening and continued low levels of commuting. • Digital shift and capabilities Revised approaches embedded and widely utilised as improvements in service provision, or necessary adaptations / changes due to ongoing restrictions. Unclear extent to which some / all will be maintained as restrictions lifted. • Improvements in service provision / efficiency Shift to online and phone service provision continues, unclear to what extent changes will be sustained after restrictions are lifted. • GM Partnerships Continue to be critical to ongoing response. Emergency structures continue to be in place, meeting regularly and responding to changing circumstances. • Greater data sharing Been maintained, and continues to inform partnership responses. • Creation of multiagency networks Continue to deliver as part of ongoing pandemic response.
Challenging but manageable, to be tackled and improve	<ul style="list-style-type: none"> • Role of and reliance upon VCSE organisations as part of the networked emergency and ongoing response • Improvements in service provision / efficiency, increase in online NHS consultation and delivery of wider services digitally • Greater data sharing across agencies enabled targeted, timely responses • Temporary cleaner air and environmental gains achieved through changes to work and travel patterns, but challenges related to use & capacity of public transport services • Emergence of new community networks and social infrastructure e.g. Community Hubs, closer working with schools 	<ul style="list-style-type: none"> • Locally controlled devolved resources enabled targeted, timely responses • GM Partnerships and ways of working, reinforced and strengthened approaches, delivering effective responses • Digital shift and capabilities, with rapidly developed novel operating models, to be retained and developed
Positive benefit, to be reinforced and maintained	<ul style="list-style-type: none"> • Creation of multiagency networks and support systems e.g. PPE sourcing and mutual aid 	<ul style="list-style-type: none"> • Creation of multiagency networks Continue to deliver as part of ongoing pandemic response.

3. OVERALL SUMMARY OF PROGRESS AND CHALLENGES AND BEGINNING TO UNDEstand HOW COVID WILL SHAPE THE FUTURE GREATER MANCHESTER STRATEGY

- 3.1 Across the Greater Manchester system, through both formal and informal networks a huge amount of work, delivery and support continues to be provided to support Greater Manchester's people, places and businesses. The ever-changing circumstances presented by the ongoing pandemic has required a continual level of exhaustive effort, not just to deliver but to continually adapt and flex to meet the changing and growing needs presented.
- 3.2 Emergency governance structures remain in place to lead, coordinate and facilitate our collective response to the pandemic, whilst also seeking as far as possible, to reinstate more 'business as usual' activities, appropriately adapted to deliver in the new context. The emergency response structures will over time transition to focus more on recovery, but activity continues currently (and likely for the rest of the year) around outbreak and pandemic management, with the necessary actions and development of responses within the Contain Plan.
- 3.3 Throughout the updates received to develop this report the strength and resilience and adaptive approaches of our Greater Manchester partnerships and networks have continually been reinforced. Numerous examples were provided of our collective systems ability to adapt and flex to the changing circumstances and to collaborate across agencies, sectors and places to provide the necessary responses to the needs presented. This has been true for service design and delivery as well as strategic coordination and wider evidenced understanding of the collective efforts required to achieve shared outcomes.
- 3.4 Across all agencies and partners staff fatigue is a serious concern. Staff have continued to 'go the extra mile' across all parts of the system, with wide recognition of the physical and mental strains this is now placing on staff teams, and will continue to do so as the impacts of Covid continue to be felt over the coming months. As noted above with the impacts table and insight intelligence, entrenchment and the now widely understood longer term implications of the pandemic and issues arising adds further to the sense of system fatigue and overwhelm as we move forward with further delivery, and the ongoing pandemic management activity which is likely to dominate for the rest of this year at least.
- 3.5 The Greater Manchester Strategy (GMS) will be refreshed over this year, and will build on our collective learning and experiences from the pandemic, with structural, systemic and the scale of challenge issues presented through the delivery of this Living with Covid plan being the contextual frame for the GMS refresh. The refresh will provide an opportunity for a Greater Manchester wide review and reimagining of our future post-Covid (building on the new GM Economic Vision developed by the

private sector - led by the LEP - and the CA) with a strong sense of sustainability and equality being a driving force behind the city-regions future resilience and recovery. Learning from the continued development and delivery of the Greater Manchester Contain Plan will also inform the GMS refresh, with any longer-term implications and requirements feeding from the Contain Plan work into our future strategy.

3.6 As part of the refresh of the Greater Manchester Strategy, our collective learning and the insight and intelligence that has been used to shape and tailor Greater Manchester's pandemic response will inform the overarching performance framework for the refreshed GMS. The learning from the implementation of the existing GMS and all the work which has been undertaken in the last year around the Living with Covid Plan and the Contain Plan, will enable Greater Manchester to develop a nuanced and intelligence set of indicators and measures which can support, inform, challenge and shape our local decision making to ensure our policies and interventions are responding to the range of issues across our city-region, more directly responding to the lived experience of our citizens.

3.7 As with the first quarter progress update, the actions contained within the Living with Covid Plan which require system change or more structural responses, progress has been limited due to the ongoing outbreak. The second wave was experienced far worse than the first and the systems, responses and delivery has rightly, continued to be focused on provision of a timely, adaptative emergency response and restart activity wherever possible.

3.8 The understanding and learning, from responding to Covid, of the systemic / structural changes required in GM will be used as far as possible over the coming six months to shape delivery and will form a platform for the refresh of the Greater Manchester Strategy. Other areas of intervention and issues which have been highlighted as part of this progress update process which will shape / feed into the GMS refresh include:

- Embedding / responding to the recommendations of the Independent Inequalities Commission
- Recognition of the progress made in terms of putting in place equalities 'infrastructure', but this has to translate into action embedded across all delivery - not just a governance response
- Greater awareness and understanding of the role of place / resilience / transport on health and healthy outcomes
- Interdependencies between skills, work and health, and of the vital role that skills and employment support will play in recovery, future-proofing our residents and businesses in the longer term, and in ensuring that those who were already marginalised in economic and/or social terms are not further displaced
- The response to the impact on jobs and businesses as Government support is withdrawn, and the role of the Local Industrial Strategy in driving a

recovery which grows GM's world-class strengths and helps address low pay and insecure work in the Foundational Economy

- Development of sustainable food networks and other 'upstream' interventions to provide sustainable solutions, replacing the need for ongoing emergency (sticking plaster) immediate responses
- Fragility and sustainability of social care sector continues to be significant concern, and needs to form a foundation of the refreshed GMS seeking to stabilise and develop the sector (especially post-pandemic)
- Building on the positive work undertaken to develop a social value framework, the GMS needs to take this forward and embed this throughout GM commissioning, design and delivery
- Renewed focus on how we prioritise and target, responding to need but developing further our prevention agenda
- Greater understanding of the need for appropriate accountabilities and leads for developing and delivering on those truly cross-cutting actions, especially where a multiagency response is required.
- Systemwide recognition of the significant financial challenges to come, recognising the need for further innovation, adaptation and partnership working to deliver within a reduced financial envelope. But also wide recognition of the difficulties this will pose for Greater Manchester, not least related to an increase in competitive bidding processes.
- The structural, organisational and delivery changes resulted from NHS reforms and the future shape and form of the GM Health & Social Care Partnership

4. PROGRESS UPDATE ON THE MECHANISMS TO ENABLE GREATER MANCHESTER TO BETTER RESPOND TO INEQUALITIES

4.1 Alongside the adoption of the overall Living with Covid Resilience Plan the GMCA also agreed three core recommendations, which relate to the development of new ways of working and mechanisms enabling Greater Manchester to better respond to inequalities highlighted or exacerbated by Covid. Those core recommendations are:

- **Consider an approach whereby all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities, environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.**
- **Building on the recommendation above, develop a mechanism to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.**

- **Consider whether adopting minimum targets or standards for each locality or neighbourhood would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that addressing inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.**

4.2 Significant work has been undertaken to progress the above recommendations, with many work areas now moving into delivery and lots of strands coming together to ensure the greatest possible effect of our collective efforts, reducing duplication and maximising impact.

4.3 The development of a comprehensive impact assessment tool to understand the impacts arising from policy developments and propositions is now in the testing phase. This Decision Support Tool allows users to self-assess the possible impacts arising from the proposed policies, initiatives, or services. It is intended to provide decision makers with a high-level assessment of how a decision meets GMCA policy goals, aiming to identify intended and unintended consequences arising from the proposition and facilitating a process for revising decisions to better meet GMCA's strategic agendas. The tool directs the user to complete more detailed assessments as appropriate (notably equalities impact assessment or carbon assessment). Following the testing phase, the designed version of the tool will be rolled out, along with provision of training and support and will ultimately be used to assess all papers provided to the GMCA and LEP for decision.

4.4 The Tackling Inequalities Board, and supporting senior officer executive, have now established a regular meeting cycle and began to examine in detail the inequalities issues presented to the Board on a thematic approach. The Board is Chaired by the Portfolio Lead for Age-Friendly and Equalities. The Governance established through this Board and the supporting infrastructure to the Board, provides system leadership and ownership of the inequalities agenda and provides a strategic, multiagency forum where issues can be examined in detailed and collaborative approaches adopted to the design of solutions. The Tackling Inequalities Board has considered the latest work from the Marmot Review Team and also inequalities associated with housing at their last two meetings. The Tackling Inequalities Board will be a key recipient of the recommendations from the Independent Inequalities Commission, providing the system leadership to drive changes and make sustainable progress in redressing inequalities present across Greater Manchester. The Board, along with the breadth of agencies and groups engaged through that structure need to ensure that those recommendations and the wider work programme around inequalities is embedded across all portfolio areas and actions are being taken which provide really impactful change in this area.

4.5 The establishment and continuation of the GMCA equalities advisory panels has also progressed significantly over the last three months. The advisory panels are now meeting regularly, and work is underway to ensure the greatest possible impact of their work, influencing and embedding their work within GMCA policies/interventions and its wider spheres of influence. Greater coordination of the activities between the panels has been undertaken, enabling collective input into thematic issues, exploring intersectionality issues as well as through individual equalities lenses. Work is underway to determine the most appropriate shape and form the establishment of a Faith advisory panel.

- 4.6 The collective work around inequalities is also seeking to ensure the breadth and depth of all inequalities is understood and considered holistically. There is now wide understanding and recognition of the impact of Covid increasing poverty levels across the city-region. Understanding inequalities through particular communities of identity lenses is important, but the wider acknowledgment that Covid is pushing more people, families and communities into poverty must form the basis of our responses. There is a need for systemwide recognition that we will have to shift to accommodate these changes, responding to financial, food and fuel poverty on a larger scale. There will also be changes in the cohorts of people with need for support.
- 4.7 Work has continued to develop possible revised approaches to targeting to respond to evidenced inequalities. The availability of data, intelligence and information at community level is currently being examined to determine what could be used to form the basis for a place based / equalities targeting approach which will be incorporated as part of the refresh of the Greater Manchester Strategy. The targeted outcomes within the current GMS outcomes framework are high level, and relative to external factors, however the levers within our control to influence them are often limited. Work is underway to develop a basket of measures that will be more directly responsive to our activity and the choices we make, and that will enable us to understand progress in addressing inequality across GM. To do so, we will need measures and targets that report at the neighbourhood level, and that provide intelligence on specific population groups.
- 4.8 Roll out of the impact assessment tool will provide ‘bottom-up’ evidence on how activity is contributing to reducing inequality across the city-region. This intelligence will be used, alongside that provided by partners and insight from residents, to support a better understanding of differential conditions and outcomes in our neighbourhoods and communities, and to enable more transparent monitoring and reporting of progress against our ambitions.
- 4.9 In October 2020 the GMCA launched the Independent Inequalities Commission to support and influence the city-region’s renewal following the Covid pandemic. The Combined Authority has challenged the Commission to be a catalyst for transformation, helping to develop ideas, providing expert opinion, evidence and guidance as Greater Manchester’s economy and society reshapes over the coming months and years. The mission of the Greater Manchester Independent Inequalities Commission is to better understand the pre-existing and emerging inequalities in the city-region, consider how tackling these inequalities should feature in a refreshed Greater Manchester Strategy, and outline a small number of specific and hard-hitting recommendations.
- 4.10 The Commission sits independently of all Greater Manchester decision-making structures, and acts in an independent, advisory capacity. Its independence allows the Commission the chance to challenge, to explore powers and levers and to set out a road map for tackling inequality in GM. The Commission has been chaired by Professor Kate Pickett of the University of York, joined by:
- Saeed Atcha MBE DL, CEO of Youth Leads UK, Deputy Lieutenant of Greater Manchester and Government Social Mobility Commissioner
 - Miatta Fahnbulleh, Chief Executive of the New Economics Foundation

- Ruth Lupton, Honorary Professor of Education at the University of Manchester, and former Head of the Inclusive Growth Analysis Unit
- Neil McInroy, CEO of the Centre for Local Economic Strategies
- Lord Simon Woolley, the Director and founder of Operation Black Vote, and cross-bench Peer

4.11 The work of the Commission has been informed by an evidence 'stock take' from across Greater Manchester. This involved bringing together existing evidence, community insights and data to inform the baseline position. The Commission has progressed by meeting with expert witnesses, holding hearings and round table discussions, and commissioning specific evidence and research work. This has been carried out in an inclusive manner – involving community members and those with lived experience of inequality, reaching out across the voluntary and community sector, and utilising both the established equalities engagement infrastructure across GM as well as assembling new participation groups, such as working with Greater Manchester Poverty Action to convene a new Poverty Reference Group.

4.12 During February and March 2021, the Commission is working to finalise its report, which will include a small number of flagship actions to catalyse work to address the root causes of poverty and inequality in Greater Manchester. This report will be presented to the Combined Authority at its meeting in March.

5. PROGRESS UPDATE ON THE DELIVERABLES IN THE LIVING WITH COVID RESILIENCE PLAN

5.1 High level updates are provided for each of the deliverables in the Living with Covid Plan in the table below. The updates are the collective response from across the GM system, with progress representative of the partnership responses to deliver and contributions from a range of agencies to attain the deliverable.

GM Deliverable	Progress Update
<p>Implement a system wide approach to assessing and responding to evidence inequalities in the ongoing management of the Covid response and the design and deliver of recovery and restart activity</p>	<p>The Independent Inequalities Commission has been working at pace, engaging widely across the GM system to understand the issues and frame the Commission’s recommendations. The Commission will set out a vision which describes for GM can create good lives for all in Greater Manchester, describing how we must focus on the foundations of our economy, build public services in partnership with the people who use them, and tackle structural racism and all forms of discrimination by empowering marginalised groups in society. The recommendations to the GM system will be structured around the following principles: Rebalancing Power; Rebalancing Opportunity; Rebalancing Wealth; and Rethinking Public Services. The Commission will report to the GMCA at the end of March.</p> <p>The Tackling Inequalities Board is now well established and providing system leadership to design and oversee delivery of actions across all partners in responding to evidenced inequalities. The GM Reform Board has restarted meetings. The Board has undertaken a stocktake, understanding the extent of inequalities and issues and reshaping reform priorities.</p> <p>The GMCA equalities advisory panels are meeting regularly, and the design work for the shape of the Faith panel continues. The Panels provide a mechanism for effective engagement and insight from particular communities of identity to shape, inform and influence GM policy development.</p> <p>Focus on inequalities has taken place throughout continuation and forward planning of the vaccination programme and is the basis of requests to national team for a flexible approach moving forward. Systemwide oversight and connection across the GM system can be supported by the joint infrastructure created through the Tackling Inequalities Executive and Board.</p> <p>GM Mental Health executive will be looking to do some intensive work on improving outcomes for ethnic minority groups living with Severe Mental Illness.</p> <p>The Humanitarian Assistance Group maintains oversight of the work which has been undertaken to combine datasets to understand and identify vulnerable citizens. It will be important to ensure that governance is in place to continue to oversee this work and take forward actions as appropriate when emergency structure governance is stood down.</p>

	<p>Data workshops held with all Local Authorities on vulnerability tool, outcome will shape where to target activity and develop structure for measuring outcomes.</p> <p>The GM Ageing Hub has been leading a series of activities to support older people including, the delivery of the Keeping Well this Winter campaign, targeted initially at those who are digitally excluded with magazines distributed via range of community venues. “Talking Tips” video has been produced for frontline workers to better respond to the issues older people would like support with. The GM model has been syndicated in other Local Authorities in the UK as well as places in Spain, Canada and Australia. A significant pension credit top up campaign has been delivered with GM Housing Providers. A partnership between the Hub, GM and DWP has co-designed a pilot funded by the Centre for Ageing Better to support over 50s into employment as part of our work to improve employment outcomes for older workers, piloting different approaches to retraining, upskilling and employment support, aligning with devolved adult skills funding.</p> <p>An expert group has been convened to look at older people physical and mental deconditioning and social isolation. The group will provide advice and information as to what needs to happen in the next 12 months to support reconditioning and overcoming issues associated with isolation.</p>
<p>Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision</p>	<p>The Stage 2 bid for UK Healthy Ageing Trailblazer was unsuccessful – feedback was that sustainability post-funds was not well enough developed. A new Innovation Partnership on Healthy Ageing, involving Government and UKRI, has been convened and will consider where public-private collaboration can help with Living Well at Home.</p> <p>A number of infection prevention control webinars delivered to cover items such as PPE, visiting, testing and vaccinations etc. Continuing to deliver and co-design content with the care home sector. A GM outbreaks overview dashboard has been produced.</p> <p>Currently finalising GM Market Ambition statement for Living Well at Home. Supporting discharges and wider system with hospital pressures by facilitating joint problem solving and co-producing solutions with partners (discharge forward planner, weekend discharges, mutual aid, VCSE offer, personal budgets, shorter D2A form).</p> <p>Ongoing roll out of digital tool to care homes now up to 130 care homes across 8 localities benefitting over 3,400 residents. Currently piloting access to Summary care record with care homes on the NHSX</p>

	<p>managed I-pads. Now utilising the remote monitoring funding to equip care homes with remote monitoring kits</p> <p>Soft Launch of 111 First in December 2020 - launch smaller than anticipated following national instruction. 111 service supports effective management of capacity and the GM clinical assessment service continues to redirect patients to the service, reducing 999 demand and delay.</p>
Boost physical activity programmes and social prescribing, including for people with long term conditions	<p>Work continues through GM Moving to encourage and support people to move more. Physical activity and access to green spaces continues as part of wider social prescribing model. Work continues to develop the conditions for change, including growing local sports and physical activity assets, bringing people together and looking at positive changes and where barriers exist to participation and uptake of physical activity.</p> <p>A strategic refresh, engagement and conversations are now underway about the key priorities, understanding and articulation of the contribution of physical activity to attaining wide range of outcomes including, health & wellbeing, travel & transport, environment and equalities.</p> <p>Roll out of the elemental social prescribing platform is progressing well. Anecdotal updates suggest greater connection and integration of work led by GM Moving and social prescribing activity at GM and locality levels. Work continues led by the University of Manchester to evaluate social prescribing activity.</p> <p>Further development of social prescribing is underway as part of support for long term condition management, including long Covid. Salford pilot underway for social prescribing and long Covid, adopting a communities of identity lens.</p> <p>GM Working Well (Work & Health Programme) has pivoted support services for residents who are unemployed, including social prescribing, early intervention for those at risk of falling out of work due to health conditions and transforming multi-agency working through joint investment across agencies in the social prescribing platform.</p> <p>Bicycles and cycling kit has been made available to Apprentices in key worker roles to as part of a transport offer.</p>
Sustain food availability networks	<p>No child should go hungry campaign continues, having established and sustained an emergency food card provision for October half term, Christmas and February half term. This provide a framework for what could be a sustained food offer available throughout the year. During February half term as part of</p>

	<p>the No Child Should Go Hungry Campaign each Local Authority received top up funding to enable the distribution of 300 x £5 food vouchers. The 10 x VCSE Infrastructure organisations also received £1,500 each for targeted support to families. The Mayor and GM leaders also signed a letter calling for the ‘Right to Food’ to be enshrined in legislation</p> <p>A notable increase has been seen in the numbers of families eligible for free school meals since the beginning of the pandemic. Significant increases in demand, and expansion of different cohorts using food bank provision is also evident across GM.</p> <p>GM BME Food Network leading a pilot looking at BAME community food poverty and distribution, mapping underway of what is happening around provision of ethnic food and need.</p> <p>Capacity to continue to deliver food banks and community provisions from the VCSE sector is increasingly stretched and struggling to meet continually increasing demands, with more demand anticipated as economic support packages are wound down. Concern within the sector that the free food provision via Defra which is available to end of March will not be continued, there is a risk associated with this around the viability of some of the organisations providing the services, not just the loss of food provision.</p> <p>Wide recognition however that food cards and food banks are a temporary fix to the issue, not a long term solution. Significant upstream preventative actions need to be taken to prevent the need for food banks and emergency food cards. Work needs to be undertaken to develop a sustainable food network across GM, capacity to progress this has been limited due to the ongoing pandemic response. This will inform and shape the refresh of the Greater Manchester Strategy.</p>
<p>Complete ‘Everyone In’ and deliver a transition programme and ongoing support for homeless people</p>	<p>Demand for services over winter months was significantly up, and made more challenges and difficult to manage to ensure Covid secure accommodation could be provided. Across the system now carrying increased demand and anticipate further increases as economic support packages are wound down and if evictions ban is lifted.</p> <p>Significant financial challenges continue to provide the levels of support required, and anticipated increases in demand. Significant effort has been spent ensuring winter provision is coordinated and comprehensive, through the knitting together of several funding streams, often made available very late in the day.</p>

	<p>There is considerable risk in demand for dispersed temporary accommodation due to Home Office methods of Asylum dispersal.</p> <p>Continued successful close partnership working underpins the comprehensive support packages and provision. This close joint working has enabled continuous effective management of changing risks and pivoting responses as required systemically and coherently across agencies.</p> <p>Across the system we continue to see an increase in the numbers of people in temporary accommodation. Currently inflow into temporary accommodation outstrips the rate of moving on from temporary accommodation. This is resulting in expansion of temporary accommodation provision, which has knock on impacts on the overall housing stock available and housing market.</p> <p>Delivery of the vaccine for staff working with homeless people has been a real success. Building on the existing health and homeless offers, vaccine roll out is now being planned for homeless people, those in temporary accommodation and rough sleepers.</p> <p>Accommodation has been established to support Covid positive individuals on discharge from hospital and further improvements to the discharge process and response are being sought with further investment available from DHSC.</p> <p>Despite the challenges presented by Covid, GM is still on track to meet the Housing First target, which will support 240 people into their own tenancies by the end of March.</p> <p>GM Housing Providers continue to support and work collaboratively across agencies to support a reducing in rough sleepers and how this links to longer term supported housing needs.</p>
<p>Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services, sharing</p>	<p>Community Hub functions continue to be delivered in Local Authorities as part of the ongoing response, with local approaches and models adopted across the districts. This continued focus on provision as part of the ongoing emergency response has meant there has been limited capacity and resource to consider what a future model of locally integrated place based approaches could be.</p> <p>The Community Hub experience provides significant opportunity to move towards integrated neighbourhood working, but it has not been possible to progress this in terms of sharing learning and developing place based working model. A focus must be maintained however to ensure the future role</p>

people, data, money and stories	<p>of locally integrated services as part of place based working, and learning developed to shape and inform integrated care systems.</p> <p>Continued work to support the Early Years digitisation will support and feed into any future Community Hub models.</p>
Launch a targeted plan to tackle digital exclusion	<p>Following the launch of the Digital exclusion plan, on the 10th December the first GM Digital Taskforce meeting was successfully held and welcomed over 150 attendees and highly engaged contributors from the public, private and VCSE sector. Conversations now underway with Vodafone, TalkTalk and Virgin Media about how we can work together to lobby Government to take steps towards achieving our ambitions for digital inclusion. Options for data gifting are also being explored with telecomms companies, DCMS and Good Things Foundation.</p> <p>Intelligence gathering from Local Digital Inclusion leads about the needs of young learners during this second full lockdown is supporting the GMCA Digital and Work and Skills team to effective channel support to schools and colleges.</p> <p>In response to the January closure of schools and colleges, phase two of the GM Tech Fund was launched, receiving initial donations received from ANS Group, Auto Trader and Arup Group. GMCA partnered with Manchester Evening News to further raise awareness of the GM Tech Fund and drive donations for further support to colleges and school pupils. So far a total of £200,100 has been raised in donations across financial contributions, new technology, data packages and used device donations. The ambition is to scale this to £300,000 which would meet the need for 1,000 devices.</p> <p>Funding has also been made available to tackle digital exclusion for adult learners (£1 million split between GM's devolved Adult Education Budget and LGF), with grants to Local Authorities to provide kit and skills provision, primarily linked to the digital skills entitlement but also supporting access to the wider training offer.</p> <p>A proposal was included in the Spending Review submission for a £30M fund to tackle digital inclusion across all ages. This has been echoed in January's pre-budget response as, without significant and ongoing resource, this issue will be unresolved.</p>
Ensure the provision of comprehensive mental health and wellbeing	<p>The support offers to the GM population, reported in November 2020, has been sustained with discussions ongoing to finance all the core support offers throughout 2021/22. We are also expecting substantial additional funding in 2021/22, via NHSE, for mental health that could be in the region of £28m</p>

<p>support accounting for the growth in demand and severity across all ages</p>	<p>for GM. This will go towards responding to the longer term impact of Covid-19, including managing excessive waiting lists.</p> <p>The full evaluation report on our digital tools is expected by March 2021. However, the interim report has identified the need to maintain a number of the digital tools that we commissioned in the Spring of 2020, which we are now in the process of clarifying funding.</p> <p>A GM Mental Health Digital workshop is planned in March to agree a digital strategy to support the delivery of the Mental Health LTP over the next three years.</p>
<p>Restore proactive care and support for both children and adults for those with long term health conditions and support those who are recovering from Covid</p>	<p>Recovery work was stepped down following NHSE instruction in January to focus on the third wave, Discharge and Vaccination. Work via the Contain Cell has stepped up, and a contain plan has been circulated to the system and tested at COVID Committee. More focus on recovery to follow into spring 2021.</p> <p>A comprehensive information gathering exercise was undertaken during December which asked localities to indicate what services they are currently providing with regards to Post Covid services. The report demonstrates the significant amount of work taking place within Localities however highlights some variation in service provision against both national and GM guidance. There is ongoing engagement with Localities to support mobilisation and to address any variation in provision whilst sharing best practice and learning. A lead commissioner on behalf of GM Directors of Commissioning has been identified to ensure connectivity to localities and facilitate implementation at pace.</p> <p>Given the size of the elective care recovery challenge, we will focus on key priority areas at a GM-level, some of which may be dictated nationally/regionally as planning progresses further. The Elective Recovery and Reform programme in GM is continuing its focus on three priorities: demand/waiting list management, maximising system capacity and transforming delivery. Development of an overarching GM Elective Recovery plan is utilising available intelligence to identify opportunities to reduce health inequalities, ensuring we reform as we recover. This includes proactive support on optimising health and symptom management while individuals are waiting, as well as accessible and supportive communications encouraging people to attend for care when invited.</p> <p>Covid Oximetry@home pathways are now in place in each of the 10 Localities which is an evidence based intervention for enhanced monitoring of patients with Covid using pulse oximetry. There is a</p>

	<p>Covid virtual ward in place in each of the Acute Trusts which provides a virtual multi-disciplinary team to patients on discharge. This also includes the enhanced monitoring with pulse oximetry.</p> <p>The service specification for GM Long Covid Syndrome service/clinics have been signed off and are now in the process of mobilisation across Greater Manchester. Work continues around collection and analysis of activity data to ensure optimal service provision for the follow up of Covid patients.</p> <p>Through the primary care network Development Programme the business intelligence infrastructure is developing for PCNs, including a priority for understanding population needs and comparators of similar communities, contract compliance and ensuring PCNs are able to tap into all available intelligence from national and local data sources, including Graphnet. A bespoke support package is being developed to offer direct support for PCNs to access and interpret data to meet their needs and move towards a culture of using data and evidence based information.</p> <p>The GM Cancer Alliance has supported the GM system – providers and CCGs / localities – to recover and maintain referral and treatment levels for cancer patients during the pandemic. This has included targeted support in localities where the challenges were most significant. The National Cancer Programme issued a recovery plan in December 2020, which sets the following aims:</p> <ul style="list-style-type: none"> - Restore demand to at least pre-pandemic levels - Reduce the number of people waiting longer than they should - Ensure sufficient capacity to meet future demand <p>GM Cancer will continue to support the GM system in the ongoing recovery and the delivery of the above aims. This will include a significant piece of work addressing the backlog in diagnostics and treatment . Through the GM Cancer Board the Alliance will take forward a piece of work on Health Inequalities in referrals, access to and uptake of cancer services.</p>
Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed	<p>School Attendance figures in GM are being monitored and reported on a fortnightly basis. The latest figures suggest that the overall proportion of children in school is higher than the national average. The volume of GM pupils with a social worker in school and volume of pupils with an EHCP is also higher than the national average reflecting the positive targeted local work in this area. GM has reached out to the Government’s newly-appointed Education Recovery Commissioner to arrange discussions; a meeting with the Commissioner and his team is pending.</p> <p>In response to concerns previously highlighted by the pulse surveys around loss of income for Early years providers GMCA officers are working with the Growth Company to explore bespoke additional</p>

	<p>funding support for PVI settings. EnterprisingYou are also hosting a virtual event on 2nd March aimed at raising awareness of free and fully funded support for childminders who live in Greater Manchester.</p> <p>In response to local analysis suggesting that at least 20,000 learners across the city region may still left in a position where they cannot regularly access online teaching the GM Tech fund was launched and digital skills provision has been stepped up (detailed above).</p> <p>The Young Person's Guarantee continue to drive over 1,000 commitments to young people and young adults.</p> <p>Tested support for apprentices made redundant during the pandemic to move into new roles and continue their training.</p> <p>Through the GM Apprenticeship & Careers Service (GMACS), over 25,000 young people have been able to participate in virtual employer encounters during lockdown, a vital element of work readiness.</p>
Learning from each other on how best to manage any increases in safeguarding for children and young people and vulnerable adults	GM Local Authorities and partners are continuing to share information with each other around how they are supporting children & families during lockdown through established GM, NW and national forums and networks.
Deliver GM employment and skills recovery plan with evidence based targeted programmes of support	<p>Over the past year the Employment & Skills Advisory Panel has worked hard to strike a balance between responding to the evolving needs arising from the pandemic and maintaining the necessary focus on the existing priorities, so that those who already faced labour market challenges prior to the pandemic are not displaced or overlooked as an unintended consequence. Employment and skills measures underpin many elements of recovery, as reflected throughout the deliverables within this report. In addition to directly commissioned activity, GM has secured devolution of further employment support through £13m Working Well JETS (Job Entry Targeted Support), additional AEB funding, and is providing system leadership by working with partners to ensure that national interventions such as Kickstart are integrated into the existing GM labour market landscape.</p> <p>Series of activities and funding streams worth in excess of £200m repurposed and pivoted as required to both maintain that focus on existing labour market inequalities and meet change in need presented the pandemic, focused around the following cohorts: Young people & young adults; Apprentices; Retraining & re/Up-skilling; Furloughed workers; Newly unemployed; and, Long-term unemployed & economically</p>

	<p>inactive. Examples (non-exhaustive) include: the Safe Return to Work programme to support 1,600 residents back to work; the Enterprising You Pilot programme to support self-employed and those working in the gig economy; skills provision and kit for digitally excluded adults; Developed range of provision to support furloughed workers, including for some access to fully funded adult skills provision; Flexed devolved Working Well Work & Health Programme.</p>
<p>Immediate implementation of the GM Social Value Framework</p>	<p>The Framework has been published. Implementation and development of priority actions has been hampered by the ongoing pandemic response. Work is underway to consider the immediate actions which could be taken by the GMCA and HSCP. Additional capacity is needed to drive forward this work. Changes to procurement rules now means there is greater opportunity and flexibility in public service contracting processes which would make it easier to get SMEs and social enterprises into supply chains.</p> <p>Understanding our collective commitment to the extent to which we adopt and truly embed the Social Value Framework will shape and inform the refresh of the Greater Manchester Strategy.</p>
<p>Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure</p>	<p>Work underway to look at revised commissioning approaches seeking to make the approaches more accessible to VCSE organisations, linked to actions being taken under social value above. Legislation changes should be utilised to greater gain here to drive change about which bit of the market we are seeking to pitch to, and ensure appropriate and accessible to those sectors as relevant.</p> <p>Review of commissioned support from the VCSE sector continues, linked to wider HSCP budget processes.</p> <p>VCSE organisations have made significant use of reserves (where available) to be able to meet the increased and changed service demands resulting from the ongoing pandemic response. This is not sustainable in the long term, yet the need for the service provision will remain. Organisation / sector resilience needs to be ensured if we are to continue to provide a networked, partnership response to the needs presented currently and as they develop and change over time.</p> <p>VCSE colleagues attended GM Directors of Commissioning to share examples of good practice across GM Localities and highlight potential for further development. Continued support of GM Directors of Commissioning to embed the framework.</p> <p>Ongoing work with the University of Manchester who have agreed to conduct the review of Social Prescribing in GM. Extent and design of the review currently being scoped with Uni of Manchester, VCSE colleagues and GM.</p>

	<p>The review of mental health services has been incorporated into the redesign of community mental health services in each of the 10 Localities for those patients with severe mental illness. This has been a co-designed initiative with VCSE input from the outset along with GPs, CCG Commissioners and Mental Health Service providers. This is aligned to the National Programme for Community Mental Health Transformation expected in 2021/22.</p> <p>VCSE organisations continue to play a key role in engaging adults in skills and employment activity and GM's ESF funded Community Grants programme has been extended with an additional £2.2m to support unemployed and economically inactive residents.</p>
<p>Develop systemwide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future, including system changes, investment and formal collaboration with new infrastructure</p>	<p>Systemwide progress and changes around support and development of new infrastructure has not been significantly progressed due to the ongoing emergency response. Further work to be undertaken to ensure health provision through local care organisations is integrated into any local models.</p> <p>Across agencies and partners greater alignment of agendas and understanding of comprehensive governance network to support this is underway (notably working across Tackling Inequalities, Reform and Growth Boards). This alignment and improved coordination and joint oversight of agendas and priorities will support an improved set of conversations and development of actions led, owned, and delivered by the most appropriate part of our governance infrastructure.</p>
<p>Deliver housing and public building retrofit programme as part of greener economic recovery</p>	<p>Public sector decarbonisation scheme will retrofit 150 public buildings between March and December. An allocation of £80M was awarded. Programme must be delivered at pace to ensure targets are met within the timescale.</p> <p>GM secured Green Homes Grant funding, enabling the retrofit of homes. £10M was awarded Nov to July, with a further £15M anticipated for July to December. The programme needs to be delivered at pace, to achieve spend within the specified timeline. Covid presents a risk to this, slowing down delivery progress, with limited access to people's homes.</p> <p>Challenges faced on housing retrofit are enormous to meet our environmental objectives. Current levels of Government support are insufficient to meet this challenge. A proposition is being developed for a longer term proposal for greater impact on housing retrofit. Working with the Skills & Employment team, an industry intelligence deep dive has taken place to understand the skills required to deliver major</p>

	<p>retrofit and green infrastructure programmes; skills provision informed by this work will be commissioned in the Spring as part of GM's £40m ESF Skills for Growth Programme.</p> <p>Strategic work is being undertaken by GM Housing Providers to support the attainment of wider outcomes in the delivery of their activities. Worksteams are being aligned to support health and wellbeing outcomes, including supporting people to live well at home, joint training is being developed between mental health specialists and housing providers, apprenticeship programmes and provision of employment with embedded equalities objectives.</p> <p>Really positive and engaging partnership working continues to support the housing and wider agenda. The signing of the tripartite agreement (GMCA, HCSP and Housing Providers) provides an excellent opportunity to design and delivery together building on that shared commitment.</p>
<p>Provide support to enable businesses including social enterprises to innovate and adapt</p>	<p>The GM future economic vision (developed jointly by the private sector led by the LEP, and the CA) has been published and the role, content and priorities of the LIS have been tested and proven to still be correct areas of focus as the pandemic continues and we move into recovery phases. Across the system bending and flexing has been evident to meet the shifting demand and challenges posed by Covid, with many examples of successful partnership working and pivoting of provision to meet the shifted demand. Ongoing coordination activity with GM local authority leads regarding the delivery of Local Authority Discretionary Grants, including criteria for grants. The GM Access to Finance Team (Growth Company) have also been working with SMEs to develop business cases for grants, as well as administering the £10m GM top-up to the Bounce Back Loan scheme; £3m to top-up the national Coronavirus Business Interruption Loan Scheme and funds to address lack of finance for start-ups as a result of C-19, focused on opportunities for BAME-founded businesses, young and female entrepreneurs in tech and digital.</p> <p>Growth Company activity continues to support businesses. The Business Productivity and Inclusive Growth programme (providing support to sustain businesses and support growth aspirations) continues and has adapted to provide more support to businesses to safeguard jobs as well as creating them, given the challenges posed by Covid.</p> <p>Skills and employment measures include: development of industry intelligence packs in partnership with employers and industry bodies to inform business-led commissioning of flexible skills provision, targeted support for furloughed workers in SMEs through the Working Well Early Help offer, short retraining programmes for those at risk of redundancy, flexibilities enabling furloughed workers in receipt of low</p>

	<p>wages to access fully funded adult skills provision, a Safe Returns to Work Programme to train up to 1,600 people, and support for 200 SMEs to produce workforce development plans and create apprenticeship opportunities through extension of the SEDA project.</p> <p>Innovation GM is a new business-led platform, spearheaded by the LEP and supported by GMCA, to unlock an innovation-led recovery and to supercharge post-Covid economic growth – focused on meeting our big challenges such as Net Zero and reducing health inequalities. We are seeking to form a new high impact partnership with Government around an innovation for people and places policy framework, and underpinned by smarter investments science and innovation assets that work for the whole conurbation. The plan is to launch this in the Spring.</p>
<p>Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities</p>	<p>Developing a digital cluster strategy which has a strong inclusive growth component. Engagement been undertaken with GM digital strategic leaders, with strong messages from across sectors on the need for inclusive growth to be embedded.</p> <p>Work is underway to develop a series of actions in relation to the Foundational Economy that will create higher pay and better jobs, reduce economic inequality, increase productive investment in GM and encourage local “profit retention”. A variety of stakeholders have been engaged (including GM partners, experts and external organisations) to develop an initial series of policy options. That will be refined and tested by a Working Group. This work is supported by a range of skills and employment measures, including industry intelligence deep dives that are gathering detailed information from employers about occupationally specific skills/competencies needed now and in the future to inform skills commissioning, and commissioning the £7million Skills for Growth SME Support Programme that will support 3,000 SMEs and 15,000 individuals to up-skill in GM’s priority sectors.</p> <p>GM’s devolved employment and skills programmes have been aligned to help move people from unemployment into vacancies within health & social care, including working with the Northern Care Alliance to fill 1,000 vacancies via GM’s Working Well programme, with skills support through AEB.</p> <p>The Growth Company continue to provide support for businesses to increase their ‘digital presence’, including E-Commerce, Digital Operations and ‘Agile’, and have developed a new micro diagnostic tool and report.</p> <p>A new SME Leadership and Management Programme is being developed with GM’s Universities and the Growth Hub to test new ways of increasing this capacity in GM’s business base. An overall funding</p>

	<p>envelope for this work has been approved, and formal design, build and delivery of the programme is expected to start in 2021</p> <p>To step up action on our Net Zero priorities, an Energy Innovation Agency is in development involving GM universities and commercial actors including SSE and Bruntwood. This will focus on high impact public-private projects that scale up use of clean technologies and overcome business model/cost hurdles. Our LIS is helping to seed fund this initiative. The Pankhurst Institute was launched this year – a new high impact collaborative research centre with a central goal to reduce health inequalities through applied research.</p> <p>ERDF investments are continuing to support businesses to innovate across high growth markets – including an additive manufacturing/print city programme, a sustainable plastics hub, a cyber & AI Foundry, graphene & advanced materials (bridging the gap) programme, energy house 2, a robotics programme, a digital health programme, and a growth company innovation business support programme – investments were confirmed in 2020 and programmes are now live and able to work with over a 1,000 GM SMEs.</p> <p>Covid is having, and will continue to have significant impacts on Greater Manchester’s ability to perform internationally. Our travel, trade and investment opportunities are being impacted, and will continue to be for some time. Ongoing work and dialogue with Manchester Airport continues, to ensure the airport at its wider infrastructure is able to restart when it is safe to do so.</p>
Significantly expand the GM Good Employment Charet to drive more secure work, higher pay and better employment standards	<p>The Charter is continuing to expand and be refined to reflect the impacts of Covid on GM’s economy. The programme has recruited a new tranche of members, and now has over 100 supporters. Additional funding has been allocated through retained Business Rates, allowing for further development and expansion of activity into focus areas, particularly those in the foundation economy. Work is ongoing with the Charter Board to determine the shape and nature of the expansion, embedding wider equalities and diversity as part of that expansion.</p> <p>Significant progresses have also been made as Greater Manchester continues to transform into a Living Wage city-region. Work is underway with many employers, business owners and partners to increase the number of accredited Living Wage Employers across all sectors in all ten Local Authorities.</p>
Develop and deliver a Cultural Recovery Plan, recognising the role of a	Published the six month Culture Plan, with new one year plan due being developed supported by the final year of cultural funding available.

<p>sustainable culture sector as a key driver of wellbeing and a vibrant GM</p>	<p>Significant challenges persist for the sector, phased release of lockdown means slow reopening and further support will be needed over coming months.</p> <p>The sector is disproportionately populated by freelancers and self-employed, where Government support has been minimal or not available. Financial support has been provided to sustain venues, however without the support for workers in the sector there is a real risk that once venues are able to re-open they may not have a workforce to return.</p> <p>The sector is likely to be further impacted by the absence of an agreement for travelling and performance outside of the UK and performers into the UK as part of the EU exit deal.</p> <p>Shift in focus for culture and leisure and opportunity for the development of town centres post-pandemic and during recovery phase. Work is underway with Local Authorities to support local places, local heritage and appreciation of assets, seeking to sustain some of the hyperlocal activity seen during the last year. Bury town of culture is due to go ahead later in the year.</p> <p>Role and significance of culture will play a key role in restoring confidence as we move through unlocking and recovery phases. A focus on culture, arts and health and joint working with HSCP to consider how arts can address some of the mental health challenges GM faces and the anticipated increase in need and demand for such services.</p>
<p>Continue the SafeGM campaign to provide reassurance about getting back to work</p>	<p>Ongoing development and delivery of the 'safely managing COVID-19' communications and engagement plan has continued, as a core part of Greater Manchester's ongoing response to the pandemic.</p> <p>Three monthly resident insight surveys have now been completed, with detailed summary reports available from the GMCA website. The research has identified concerns, anxieties and impacts of the pandemic being felt throughout the population, and specific groups of residents who are experiencing these more than the population as a whole. This knowledge is informing new and refined messaging and approaches for residents, for businesses and for the city region's wide network of partners who are together playing a role in stopping the spread of coronavirus and its many and unequal impacts.</p> <p>This work is also providing a richness to our understanding and supporting policy development as well as communications and engagement, having played a key role in shaping GM's leading piece of work to quantify current and future COVID-19 position – in terms of epidemiology and wider economic and social issues – and the city region's collective response to it. The findings and our approach are being shared outside of GM, allowing other areas to benefit from what we are learning. Our work in this area is now</p>

due to be extended beyond the initial six-month period, to cover the full 'roadmap' period for unlocking and potentially beyond.

The population surveys are also providing a foundation of insight and evidence for taking forward our communications and engagement plan's second key priority, around accessibility and equality. £4.5M of Government funding has been secured, supporting the introduction and development of community champions programmes. This funding, additional to locally committed resources is now being taken forward through locality-led plans, with additional GM activity avoiding duplication and filling identified gaps for parts of the conurbation experiencing higher Covid risks and lower levels of engagement with current communications approaches.

This strand has also seen us collaborate with PHE's Behavioural Sciences and Insight Unit on a mapping exercise of impactful COVID-19 communications and engagement activities across GM, in individual localities and neighbourhoods and beyond our boundaries. The initial report delivered by PHE is further helping us identify under-served parts of the population, and those activities that could most effectively address gaps in provision.

Alongside facilitating targeted community conversations to develop deeper insight and co-designed solutions for the issues identified with these priority audiences, the insight and funding are also being used at GM level to take forward the communications and engagement plan's third priority - of ensuring accessible, engaging and insight-led behaviour change campaigns and communications.

Work is underway with creative leads from TfGM and other system partners to develop a successor to the successful 'TogetherGM', 'Do Your Bit' and 'COVID: It's Not Gone Yet' campaigns, bringing together under a unified brand identity activities by a wide-range of organisations covering the key areas of actions to stop the spread of the virus, test-trace-isolate, vaccinations and information on practical, financial and well-being support.

This approach will ensure the campaign can be owned, adapted and tailored by and for key networks such as businesses, public sector and VCSE partners, as well as for targeted priority audiences in line with GM and locality community champions activities. Proposed activities will respond directly to the findings of our insight work around barriers to access and trust of online / digital information; the value of word of mouth / friends and family and other influential voices in communities; and the language, tone and accessibility of existing approaches. It is intended that this campaign approach will be delivered alongside the gradual lifting of restrictions from March to June, and to address enduring challenges beyond.

<p>Secure infrastructure investment needed to kickstart the economy</p>	<p>Full fibre programme - Virgin Media Business continues to work closely with Contracting Authorities to address concerns and improve roll out efficiencies and quality assurance. GMCA have reached agreement in-principle with DCMS to re-profile and draw-down funding in-advance of Mar21 deadline to secure the full value for programme delivery. In January, all GM local authorities agreed the GM Prospectus, which set out to achieve consistent standards and protocols to accelerate roll out of full fibre across the City Region. This included streamlining the approach to wayleaves, standardising resurfacing and working with other utility providers to “dig once” where possible. The document was prepared following wide consultation with local authorities and was also shaped by providers.</p> <p>Continued delivery of the Advanced Skills Capital grants to support colleges and universities to continue to build high quality learning / training facilities and to link skills infrastructure with future Towns Fund/Levelling Up capital developments.</p> <p>Awaiting details from Government on rules for the UKSPF and the Levelling Up Fund, these are expected in March. It is not currently clear what allocation if any GM will be awarded. A GM pipeline of investable propositions has been developed to ensure we have a strategic pipeline of opportunities which can be brought forward for any future funding opportunities or bidding rounds.</p> <p>Comprehensive Spending Review due later in the year, GM will continue to make the case for longer term devolved funding as part of that and other fiscal events.</p> <p>Browndale housing funds final allocations will be awarded in March, with £81M committed to bring forward housing projects. An additional £15M has been awarded for the Brownfield housing fund.</p> <p>A £54M allocation has been awarded for the Getting Building Fund to deliver a wide-ranging package of projects to boost the local economy. The projects will unlock building space, create job opportunities, bring superfast broadband and create a range of economic opportunities across the city-region.</p>
<p>Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and</p>	<p>A coordinated GM submission to the Spending Review was made, with systemwide input to develop comprehensive package of asks of Government, seeking a multiyear devolved settlement. Following submission, it was confirmed the Spending Review would be a single year settlement, with limited direct funding awarded to GM although £8m for the extension of the North West Made Smarter Pilot and further national roll-out was agreed.</p>

locally devolved resources	<p>A coordinated GM submission for the March Budget was made, with systemwide input to develop comprehensive package of asks of Government, seeking a multiyear devolved settlement based on the priorities set out in the GM submission in the Spending Review, with economic objectives built around LIS priorities and strategic objectives.</p> <p>Work underway with providers and localities to utilise recently announced social care workforce capacity fund. Further work is required as part on ongoing spending review and budget processes to develop long term funding strategy to stabilise and develop social care sector.</p>
Develop sustainable mutual aid and support network that add value locally and provide a better way of working	<p>University led research into mutual aid continues looking at good practice, enabling advice and roll out to enable and value mutual aid activity in GM.</p> <p>Issues persist around funding and capacity to deliver mutual aid. Volunteering and provision of mutual aid is not free for all agencies involved and will need to be factored in to create a more sustainable model of support after the pandemic response activity.</p> <p>Volunteer numbers have been lower in the second wave (after the initial outbreak), and the systemisation of what were reactive, hyperlocal community responses has reduced enthusiasm and support in some spaces. NHS Volunteer responders have been recommissioned for a further six months.</p> <p>Work with United City to mobilise furloughed employees in vaccination centres, currently being piloted with a view to roll out pan GM.</p> <p>The GM Economic Resilience Group is engaging partners and Business organisations as well as national government, LAs and others, in leading a local recovery conversation. The GM Mayor and GM officers continue to work closely with all Business Representative organisations</p>
Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour	<p>As restrictions and lockdown has continued, continues, significantly reduced use and capacity of public transport has also continued. The continued stay at home instructions and limited commuting has sustained good rates of cycling and walking across GM with far more local activity and less travel overall. Schemes have continued to be brought forward and delivery continues on the GM Cycling and Walking programme.</p> <p>There is a risk identified regarding the unlocking / recovery phase as we move forward, with a possibility of this being a car-led recovery, resulting in multiple negative consequences including air quality, health and wellbeing, and congestion, which may affect wider economic activity.</p>

	<p>Far greater understanding systemically now as to the significant role transport has to play in supporting health and healthy lifestyles. Need to ensure retained understanding of the positive contribution to places, wellbeing and support in reopening the economy and society a sustainable transport network plays.</p>
<p>Progress more integrated public transport system with support from DfT</p>	<p>Bus reform public consultation was undertaken over winter, results are currently being considered by the GMCA and detailed bus reform plans will follow.</p> <p>Significant challenges persist for public transport provision. The rail system is being financially supported by DfT grants. Additional government funding continues to be provided on a rolling 12 week cycle to retain the bus network as viable despite low passenger numbers, and to support Metrolink costs. GMCA and TfGM recognise as critical the need for a comprehensive and viable public transport system to support a successful unlocking and recovery phase.</p> <p>However, it is currently unclear how government financial support for bus and Metrolink will be provided and managed through the medium term alongside the move to unlocking and recovery, particularly given uncertainties around passenger demand and flows, the extent to which home working will be retained, changes to peak travel times, modal shift, etc. TfGM/GMCA will continue to work with Government to develop a more predictable funding base for the medium term that allows a return to passenger growth, supports wider economic and social recovery and paves the way for a sustainable long term funding model.</p>
<p>Progress GM Clean Air Plan</p>	<p>Consultation undertaken in Autumn now concluded with results being analysed. Additional resource is now expected to be required to support businesses to switch to cleaner vehicles than the previous Government calculations. Original modelling was undertaken pre-pandemic, with now much greater understanding of the financial challenges faced by businesses which will make the switch to cleaner vehicles far more financially challenging for many businesses than was forecast pre-pandemic. A package of support will be required to enable this shift.</p> <p>The pandemic has further reinforced the significance of clean air and inequalities. GM's most vulnerable communities are living in many of the areas with the poorest air quality and are those suffering worst from coronavirus.</p>
<p>Progress Environment Plan to reduce carbon emissions and create an</p>	<p>Analysis is ongoing for the development of business models which support increased sustainable urban drainage and new green spaces.</p>

improved, more resilient natural environment for socially distanced recreation

Range of locally led activities and redesign of places has been undertaken to try to increase social distancing in urban and natural environments.

The Energy Innovation Agency has been launched and is currently recruiting staff.

A public sector senior officer workshop has been delivered to consider what a sustainable recovery for Greater Manchester could involve and how we plan and embed sustainability in our recovery from the pandemic.

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Date: 26th March 2021

Subject: A Bed Every Night 2021/22

Report of: Andy Burnham Mayor of Greater Manchester and Paul Dennett
Portfolio Holder for Housing, Homelessness and Infrastructure.

PURPOSE OF REPORT:

To provide information on the development of the A Bed Every Night service across Greater Manchester, specifically how it will operate and be funded through 2021/22.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note and approve the outcomes and the approach to continued service developments in the A Bed Every Night programme
2. Note and approve the specification
3. Note committed income of £4,554,000, and expect to receive confirmation in June of outstanding £1.5m investment from MHCLG to secure the full budget
4. Note and approve the expenditure profile of £6,068,600 as grants to Local Authorities to deliver the service over a 12 month period, pending full funding confirmation in June and enabling LAs to ensure continuity of service where necessary until that time

CONTACT OFFICERS:

Jane Forrest, Director of Public Service Reform, Greater Manchester Combined Authority

Molly Bishop, Homelessness Strategic Lead, Greater Manchester Combined Authority

Equalities Implications:

Working through the recommendations from the evaluation by Herriot Watt referenced in 2.2. will ensure any equalities implications are addressed.

Climate Change Impact Assessment and Mitigation Measures –

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

Actions to reduce carbon emissions from this activity is not included no new activity is suggested that does not fall under existing Local Authority Climate Change Impact Assessment and Mitigation Measures

Risk Management:

Risk: Greater Manchester Mayor’s Charity commitment is not fulfilled via fundraising.

Mitigation: GMMC are also exploring regional and national funding bodies who may want to support this fundraising target. They are increasing their fundraising capacity with new FTEs and have an overall annual target of £3m which would well exceed their target into ABEN.

Risk: MHCLG do not confirm investment and GMCA can only meet funding requirements for quarters 1-3 2021-22 placing pressure on winter provision of emergency accommodation.

Mitigation: Strong relationship with MHCLG and indication of support. Appropriate advance planning to ensure ongoing GM provision.

Legal Considerations:

N/A

Financial Consequences – Revenue:

See section 4.

Overall Investment of £6,068,600 over 21-22 for 416 general beds and 60 NRPF beds.

Committed income of £4,554,000 from partners. Awaiting confirmation in June of outstanding £1.5m investment from MHCLG to secure the full budget. £400,000 of committed income from Greater Manchester Mayor’s charity to be raised to contribute £100,000 per quarter.

Financial Consequences – Capital:

N/A

Number of attachments to the report: 1

ABEN Specification

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

None.

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

1.0 INTRODUCTION

- 1.1. As a city region we have committed to ensuring that everyone has somewhere safe to stay, any night of the year. This is identified as a shared priority across Greater Manchester public services and community and voluntary sector.
- 1.2. A Bed Every Night has been developed as both a core service and also as an approach to ending rough sleeping via a set of core aims and principles;
- To constantly learn and improve the Greater Manchester response to rough sleeping, case making and building an evidence base to better inform lobbying, commissioning and funding decisions
 - To support a stronger whole system response to preventing and relieving homelessness
 - Flexible and ongoing access that recognises an individual's journey may not be linear
 - Person centred, gender responsive and trauma informed support to recover and reconnect
 - Aligns and complements statutory duties under the Homelessness Reduction Act and knits into local infrastructure
 - Continued learning from local practice and personal experiences, feeding into all relevant agendas and policy areas
 - To stimulate and raise engagement with voluntary and community organisations, and support mature and resilient community infrastructure
- 1.3. We have decided to take collective responsibility of this as a regional issue to ensure that we maximise learning and understanding of what works, to enable public services and providers with regional or mixed footprints to design into local service delivery, and that leadership can be provided for an interconnected system as well as the place.

2.0 SERVICE DEVELOPMENT

- 2.1. There have been three key iterations of the A Bed Every Night service, each learning from the outcomes and service user feedback of the previous period. A continuous focus on improving move-on outcomes will remain as a critical factor, ensuring that people can exit homelessness and that A Bed Every Night can deliver the capacity needed to meet ongoing and oncoming demand. This is detailed in the Service Specification (Appendix 1).
- 2.2. Herriot Watt I-SPHERE Unit were commissioned to provide independent evaluation on A Bed Every Night through 2019-2020 and their findings pose critical questions that will be addressed and explored over the coming 12 months as part of the Assurance and Learning process that sits alongside the delivery of A Bed Every Night. These include:
 - Improving quality of support through workforce training and review of case management
 - Exploring the use of fully self-contained accommodation, away from congregate or night shelter models which damage wellbeing and restrict ability to cope
 - Reducing the use of eviction and ensuring more consistent and effective accommodation licenses/behaviour policies
- 2.3. The investment from health (JCB and GMHSCP) continues to be met with focus on improving inclusivity of existing services and evidence based development of specialist services for people with specific health needs who are experiencing rough sleeping. The *Health and Homelessness Plan* for 2021/22 is being finalised by the Health and Homelessness Task and Finish Group and will continue to inform the development of a whole system approach to ending rough sleeping.
- 2.4. Alongside this there will be a continued focus on sustainability and value for money with all partners exploring means to maximise the welfare system to the benefit of service users. The variation across GM Local Authorities will be addressed to understand how local interpretations are being used to maximum effect.

3.0 SERVICE DELIVERY

- 3.1. The core tenants of A Bed Every Night service are outlined in a refreshed Specification. This maintains that access is managed collaboratively between local outreach and Housing Options teams, making best use of partnership working with voluntary and community organisations who deliver rough sleeper services.
- 3.2. All accommodation must be supported to a minimum standard and demonstrate an integrated support offer with key public services involved such as welfare and primary care.

- 3.3. Move on from A Bed Every Night into settled accommodation is the intended outcome, and best use should be made of the various pathways now available as appropriate via the private rented sector, Rough Sleeper Accommodation Programme, Housing First, and other social housing lettings procedures. Positive outcomes also include access to more suitable and sustainable temporary or supported accommodation if this is required.
- 3.4. Provision will be designed to be suitable for local demand with consideration of specific characteristics such as gender and sexual orientation, high needs support, and allowance for people with pets. There is also specific provision to address the regional demand for those experiencing No Recourse to Public Funds and their specific support needs.

4.0 INVESTMENT

- 4.1. The following stakeholders have renewed their commitment to invest in A Bed Every Night to the following amounts:

	<i>Commitment</i>	<i>Status</i>
<i>Joint Commissioning Board</i>	<i>£900,000</i>	<i>£2m 'minded to' decision for 2021/2023 homeless healthcare agenda including ABEN</i>
<i>GM Health and Social Care Partnership</i>	<i>£1,000,000</i>	
<i>Greater Manchester Mayor's Charity</i>	<i>£400,000</i>	<i>To be raised</i>
<i>Greater Manchester Mayor's Priorities Fund</i>	<i>£1,950,000</i>	
<i>Her Majesty's Prison and Probation Service</i>	<i>£100,000</i>	
<i>GM Police and Crime Commissioner</i>	<i>£250,000</i>	
<i>2020/21 Underspend</i>	<i>£4,000</i>	
<i>Total committed investment</i>	<i>£4,554,000</i>	

- 4.2. There is an ongoing proposal with the Ministry for Housing Communities and Local Government to contribute to A Bed Every Night via the Rough Sleeper Initiative fund.

	<i>Proposal</i>	<i>Status</i>
<i>MHCLG – Rough Sleeper Initiative</i>	<i>£1,514,600</i>	<i>Decision pending</i>
<i>Total committed investment if secured</i>	<i>£6,068,600</i>	

5.0 RISKS AND MITIGATIONS

No Recourse to Public Funds element

- 5.1. Greater Manchester Mayor's Charity; the commitment from GM Mayor's Charity is one that will seek to be fulfilled via fundraising. GMMC have committed 25% of total fundraising income to ABEN, requiring £1.6m to be raised in total to meet the £400,000 minimum requirement. GMMC is aiming to raise over £3m this financial year and have specific fundraising capacity coming on board to support this.
- 5.2. Where previously the GM Mayor's Charity was responsible for the whole budget relating to support and accommodation for people with No Recourse to Public Funds, this is no longer the case due to the allowance for public spend in certain circumstances and subject to specific mitigating criteria developed due to Covid-19.
- 5.3. This has been demonstrated in London through 12 week accommodation allowance, with continuation under explicit circumstances. It is expected that with increased focus on triage, this will enable the NRPF element of the service to require a maximum of only half of it's funding from charitable sources.
- 5.4. We provided additional accommodation to NRPF rough sleepers during the first lockdown as part of the "Everyone In" strategy. We have continued to provide interim accommodation arrangements throughout subsequent lockdowns and we remain concerned about the legal ramifications of either refusing new presentations or giving notice to those currently accommodated when restrictions, particularly those on travel to allow for reconnections and voluntary returns, remain.
- 5.5. If and when the Covid-19 allowances are removed, we also believe there is a strong legal basis to provide interim accommodation to enable immigration assessments to be conducted to enable Local Authorities to execute the minimum duty to provide information and advice about homeless persons, regardless of eligibility: s. 179 of the 1996 Act.

MHCLG funding element

- 5.6. The MHCLG investment is not confirmed and is awaiting Rough Sleeper Initiative panel decision in April 2021 due to the timeline of new investment under this programme. The risks associated with this are as follows:
 - GMCA current ABEN budget meets funding requirements across all boroughs through Quarters 1-3 and pushes the MHCLG investment (in cash flow terms) into the final quarter. This puts all boroughs' service delivery at risk in the winter period if funding is not awarded.
 - MHCLG are indicating that their priority areas for funding are Salford and Manchester and whilst we will bring this into the total pot, we will need to ensure that there is continuity of service and risk mitigation across the 10 so that we continue to take a city region approach.

6.0 EXPENDITURE PROFILE

- 6.1. The approach to expenditure with an incomplete budget is to maintain continuity of service – confirm 9 months’ worth of funding now in expectation of confirming full allocation in April.
- 6.2. We have worked with localities where this restricts their procurement plans, to continue with existing service for 3 months and commission changes in services from June (Q2)
- 6.3. There are 47 units of accommodation that will be maintained through statutory funding in Manchester, and which are not recorded within this breakdown.

Borough	Grant amount	Per quarter	Core units (min.)
Bolton	£ 424,551.60	£106,138	35
Bury	£ 199,893.80	£49,973	15
Oldham	£ 277,200.00	£69,300	23
Manchester	£ 1,693,630.00	£423,407	88
Rochdale	£ 219,680.40	£54,920	26
Salford	£ 1,598,979.00	£399,745	160
Stockport	£ 66,000.00	£16,500	10
Tameside	£ 300,000.00	£75,000	26
Trafford	£ 83,464.80	£20,866	10
Wigan	£ 281,787.60	£70,447	20
	£5,145,187	£1,286,297	416

Borough	NRPF grant amount	Per quarter	NRPF units (min.)
Oldham	£92,400	£23,100	7
Manchester	£396,000	£99,000	30
Rochdale	£52,800	£13,200	4
Salford	£250,800	£62,700	19
Overarching support service: GMIAU and Booth Centre	£65,200	£16,300	/
	£857,200	£214,300	60

- 6.4. Administration and project management at GMCA: £66,213 (£16,553 per quarter).
- 6.5. We will come back to GMCA once the MHCLG funding position is agreed with an updated position for the final quarter of service delivery.

RECOMMENDATIONS:

WLT are requested to:

1. **Note and approve the outcomes and the approach to continued service developments in the A Bed Every Night programme**
2. **Note and approve the specification**

- 3. Note committed income of £4,554,000, and expect to receive confirmation in June of outstanding £1.5m investment from MHCLG to secure the full budget**
- 4. Note and approve the expenditure profile of £6,068,600 as grants to Local Authorities to deliver the service over a 12 month period, pending full funding confirmation in June and enabling LAs to ensure continuity of service where necessary until that time**

A Bed Every Night

**Framework for 2021-22: Preventing and Relieving
Rough Sleeping through Covid Recovery**



1.0 BACKGROUND

- 1.1. A Bed Every Night (ABEN) is a Greater Manchester-wide approach, which provides accommodation and support for people experiencing rough sleeping, or at imminent risk, who have no interim statutory accommodation options open to them. Initially developed as an additional service in the winter months, ABEN has seen continual iteration and grown to deliver an essential accommodation option for people experiencing rough sleeping, year round. Moreover, as the provision has developed our learning has helped us gain greater insight into what works and where the opportunities now lie for us adapt and position our response.
- 1.2. Phase 3 began in July 2020 with an adapted specification building on the support offer and integration of services and requirements due to the Coronavirus pandemic. Key changes were:
 - **Ensuring provision is 'Covid-19 compliant' including preference for self-contained or HMO accommodation where possible**
 - **Ensuring provision supports a safe exit plan for those who have been accommodated in hotels and hostels during the lockdown period.**
 - **Ensuring specialised provision for women as transition from women's only site during Covid-19**
 - **A greater emphasis on holistic support in addition to accommodation which includes; expansion or further development of the holistic health offer, better connecting support for clients with digital and integrated models of delivery**
 - **A professional-led model supported by a robust voluntary sector offer**
 - **A focus on gender-responsive and trauma informed support**
 - **Looking to ensure value for money through Housing Benefit or Universal Credit claims where possible for the ABEN accommodation.**
- 1.3. As we move into 2021-22 and continue to build a coherent response to rough sleeping across Greater Manchester, we want to provide consistency and build on what has been achieved in these short months, not just within the ABEN services but in the overall approach to rough sleeping
- 1.4. It is more important than ever for us to set out the core aims and principles of ABEN and its position within a wider range of support and provision both specific to rough sleeping and within our wider support for people and communities:

Core Aims	Core Principles
To help end the need for people to sleep rough by providing accommodation and support	A consistent Greater Manchester wide accommodation and support offer (within parameters of variety and specialism required)
To invest and work in partnership across relevant sectors and organisations	Transitional, rapid relief pathway
To fill the gaps and complement existing provisions so that everyone has accommodation	Flexible and ongoing access that recognises an individual's journey may not be linear
To constantly learn and improve the Greater Manchester response to rough sleeping, case make and build an evidence base to inform lobbying, commissioning and funding	Support to meet immediate needs (harm reduction, safety and shelter) and give respite
To support a stronger whole system response to preventing and relieving homelessness	Person centred, gender-responsive and trauma informed support to recover and reconnect
To raise public perception of rough sleeping and provide a channel for action	Aligns and complements statutory duties under Homelessness Reduction Act and knits into local infrastructure
	For individuals with a local connection to Greater Manchester
	Continued learning from local practice and personal experiences, feeding into all relevant agendas and policy areas
	To stimulate and raise engagement with voluntary and community organisations, and support mature and resilient community infrastructure

1.5. ABEN is more than bedspaces. The aims and principles speak to our wider homeless and rough sleeping response including the Rough sleeper Initiative, Housing First, Rapid Rehousing Pathways all of which should be delivered with reference to one another and provide options and complementary resources for people who rough sleep.

2.0 CORE FUNDING

2.1. The expected funding breakdown is as follows. This will be confirmed by GMCA Leaders on 26th March 2021.

Borough	Grant amount	Per quarter	Core units (min.)
Bolton	£ 424,551.60	£106,138	35
Bury	£ 199,893.80	£49,973	15
Oldham	£ 277,200.00	£69,300	23
Manchester	£ 1,693,630.00	£423,407	88
Rochdale	£ 219,680.40	£54,920	26
Salford	£ 1,598,979.00	£399,745	160
Stockport	£ 66,000.00	£16,500	10
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Trafford	£ 83,464.80	£20,866	10
Wigan	£ 281,787.60	£70,447	20
	£5,145,187	£1,286,297	416

3.0 KEY LEARNING AND DEVELOPMENTS

3.1. Over the last 9 months regular Assurance and Learning meetings have taken place with Local Authority teams and been supplemented by local learning conversations at forums such as Homelessness Partnership Boards.

3.2. The steps taken by the homelessness services, in particular providing self-contained accommodation, have prevented serious outbreak of covid-19 in the community.¹ We also understand that Coronavirus will be with us well into 2021-2022 and the necessity for self-contained provision remains.

3.3. Self-contained provision has also meant that individuals were able to stay in their accommodation continuously. This has been broadly welcomed, improving the quality of accommodation and providing stability to provide support.

3.4. Herriot Watt I-SPHERE Unit were commissioned to provide independent evaluation on A Bed Every Night through 2019-2020 and their findings pose critical questions that will be addressed and explored over the coming 12 months as part of the Assurance and Learning process that sits alongside the delivery of A Bed Every Night. These include:

- Improving quality of support through workforce training and a review of caseloads and case management minimum expectations
- Improving the drug and alcohol addiction support pathways available to this cohort
- Exploring the use of fully self-contained accommodation, away from congregate or night shelter models which damage wellbeing and restrict ability to cope

¹ Lancet article

- Reducing the use of eviction and ensuring more consistent and effective accommodation licenses/behaviour policies
- 3.5. These will make up the basis for continued service development through 2021/22.
- 3.6. Alongside this, there will be a continued focus on value from welfare system and best use of LHA or Housing Benefit income against rents and support. This is critical to developing a more cost effective model and comes with considerations regarding accessibility and compliance.
- 3.7. The data monitoring has supported an understanding of people's needs and their outcomes:
- Continued uptake of ABEN by young adults across 18-25, 26-30 and 31-35 age groups. They attest for over 50% of all referrals.
 - Prevalence of move on into supported accommodation settings. This makes up 14% of all positive accommodation outcomes suggesting the high needs of clients.
 - Use of ABEN as a preventative or early rough sleeping intervention, with high records of sofa surfing and people deemed to be at imminent risk of rough sleeping making use of the service. Prevention makes up 70% of total referrals, with a further 30% having rough slept prior to entering ABEN.
 - Prevalence of three self-identified support needs; substance misuse, mental health and English as a second language (for men)/domestic abuse (for women)
- 3.8. The quality of data collected could be more robust, and therefore a Real Systems' salesforce solution will be developed to enable monitoring and reporting through a single system and will allow automatic report generation for Local Authorities, partners and the GMCA.
- 3.9. Despite the reduction in street sleeping, we continue to see high levels of demand for rough sleeping services by those now accommodated and requiring ongoing support, and those new to the streets. This is expected to rise and place greater pressure on scarce affordable rehousing opportunities. It is therefore vital that ABEN works in close alignment with wider programmes and integrated public service delivery and makes use of all available community assets.

4.0 NO RECOURSE SERVICE

- 4.1. Following the success and evidence of demand for the ABEN NRPF Service, this will continue and at this stage capacity will be maintained for 60 people at any given time.
- 4.2. 60 beds are funded across 4 boroughs, open to all boroughs to refer into, with floating support for these residents and any other NRPF residents that the Local Authority may be working with through street outreach or in additional accommodation.

- 4.3. The service will be focused on increasing the level of triage to work within legal public spending for the majority of cases, and drawing down on the charitable funding only where this is exceeded.
- 4.4. This will result in increased triage and monitoring and will require continued development of partnerships with VCSE organisations to manage long term NRPF cases who are at continued risk of rough sleeping.

Borough	NRPF grant amount	Per quarter	NRPF units
Oldham	£92,400	£23,100	7
Manchester	£396,000	£99,000	30
Rochdale	£52,800	£13,200	4
Salford	£250,800	£62,700	19
Overarching support service: GMIAU and Booth Centre	£65,200	£16,300	/
	£857,200	£214,300	60

5.0 COVID-19 AND PUBLIC HEALTH GUIDANCE

- 5.1. Our provision must continue to acknowledge the threat Covid-19, our standards and framework need to ensure that clients are able to socially distance themselves, that staff are also supported to and have the equipment to carry out safe practices during this period, that we adapt our provision around the current local response (e.g. Community Hubs), and that we are also compliant with the latest government guidance and regulations.
- 5.2. As a minimum all accommodation provision should be in non-shared sleeping conditions as opposed to shared. There may be exceptions but only where there is assurance from DPHs that this is 100% necessary and provision cannot be provided in other ways.
- 5.3. There may be a transitional period for the first quarter should current accommodation not meet this standard.
- 5.4. Current Public Health Guidance is as follows:
- The COVID-19 virus calls for much greater standards of hygiene, both individually, and in the place where a person lives. During the pandemic, accommodation providers should ensure that staff and people they support are maintaining good personal hygiene and managing infection control as much as possible.
 - General interventions to prevent spread of infection may include increased cleaning activity to reduce risk of retention of the virus on hard surfaces, making antibacterial hand gel available where possible and keeping property properly ventilated by opening windows whenever safe and appropriate.
 - ABEN accommodation should be suitable for self-isolation and shielding as far as possible, although there is an acknowledgement some may be group living environments with communal areas and others wholly self-contained. Residents with

suspected or confirmed COVID-19 should be supported to self-isolate and not mix with or spend time in rooms next to residents who are clinically extremely vulnerable. In some cases a move to alternative accommodation may be considered.

- Accommodation providers and staff should follow social distancing measures (2 meters apart) for everyone accommodated wherever possible, and the shielding guidance for anyone who falls into this extremely vulnerable group.
- Substantial lowering of the limit on maximum number of occupants staying in any shared accommodation at any one time (to ensure at least 2m distance can be adhered to) should be considered in dialogue with Public Health colleagues.
- Adjustment on how people move around buildings and use the space within in should be made to ensure safe distancing is possible at all times. This is supported by use of floor marking to indicate safe distances.
- Appropriate signage and posters should be displayed on site to alert people to increased risk. If not available locally, some examples are available [here](#) and [here](#).
- If neither the support worker nor the individual accommodated is symptomatic, then no personal protective equipment is required above and beyond normal good hygiene practices.
- However, residents and staff must wear face coverings by law when in communal indoor spaces unless they are exempt for health, disability or other reasons. Staff should remind residents they are required to wear a face covering and consider providing them.
- It is not expected to have dedicated isolation facilities for people living in the accommodation but you should implement isolation precautions when someone in the accommodation displays symptoms of COVID-19. Where possible any resident presenting with symptoms of COVID-19 should be separated in a single room with a separate bathroom. Contact the NHS 111 COVID-19 service for advice on assessment and testing.

6.0 HEALTH SUPPORT

- 6.1. There is continued commitment to further developments to the health support offer for clients in this phase.
- 6.2. Individuals accommodated in ABEN should have access to appropriate health and support services to ensure their wider needs are met. This should be arranged locally, engaging with local providers and commissioners to ensure alignment and support to ABEN. At a **minimum** this should include;
 - Assessment to inform a support plan
 - Access to General Practice and links made with nearby surgeries
 - Mental health support and assessment pathway
 - Drug and alcohol services providing support, including harm reduction interventions

- 6.3. This baseline will be supplemented by interventions that can be delivered at a pan-GM level such as provision of screening and immunisations (Hepatitis C, influenza) and other public health interventions such as smoking cessation.

7.0 FUNDING MODEL

- 7.1. Funding for this phase of ABEN takes into consideration the emphasis on self-contained and HMO accommodation to increase Covid-19 infection control. Local Authorities should seek to claim Housing Benefit or Universal Credit against accommodation provided, in order to continue to increase the financial viability of the service. ABEN will seek to fund the gap in funding provided by benefit and subsidy charges, against actual costs. Local Authorities should project expected rent recovery and bad debt from this cohort and add this into the funding required. This model has now been delivered in numerous boroughs and there are providers available to help deliver this.
- 7.2. Local Authorities should set out expectations around Housing Benefit or Universal Credit claims, including the rate per accommodation and any expected subsidy loss. Where it is not expected that such claims can be made, the reasons why should be set out. Additionally local authorities should clearly set out the landlord and support provider organisations in order to understand in more detail the potential benefit arrangements. Where a private landlord is being used the reasons why should be clearly set out.
- 7.3. If collection rate is higher than initially modelled this would be recovered as per the grant agreements to support continuation of service.
- 7.4. Local Authorities should avoid exclusivity due to lack of immediate ability to claim benefits and keenly emphasise that access to benefits should not be a condition of eligibility for ABEN but a key support aim for people when accommodated. Upon placement clients should understand that help to claim benefits will be provided and that, if eligible, they will be expected to claim to help the provider meet the costs of accommodation and support. Repeated refusal or inability to pay should be approached with a holistic response that considers the risk of rough sleeping and other options that the Authority may have open to them via the Rough Sleeper Initiative.
- 7.5. Local Authorities should outline alignment of wider resources such as Rough Sleeper Initiative and other local services which overlap with this cohort and aim to prevent and relieve rough sleeping.

8.0 PROVIDER SUITABILITY AND QUALITY

- 8.1. It is expected that localities take responsibility for ensure the suitability and quality of providers. We would however, anticipate that due consideration would be given to social value and in particular supporting our collective ambitions around the GM Good Employment Charter.

- 8.2. There is a clear history of ABEN working in partnership with community and voluntary organisations that are active in supporting vulnerable people. Local Authorities are encouraged to include VCSE organisations in their onward commissioning or supply chain where possible, and support the strengthening community infrastructure.
- 8.3. Consideration should be given to the Covid-19 structures that have been established, such as local Community Hubs and food provision services. Alignment with these structures and services may provide helpful throughout Covid-19 recovery phases.

9.0 PLEASE SEE APPENDIX FOR:

- 9.1. Appendix 1 Criteria
- 9.2. Appendix 2 Service Description
- 9.3. Appendix 3 Service Delivery and Management
- 9.4. Appendix 4 Performance Management
- 9.5. Appendix 5 Information Management
- 9.6. Appendix 6 Finance
- 9.7. Appendix 7 Accommodation Standards

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GREATER MANCHESTER COMBINED AUTHORITY

Date: 26th March 2021

Subject: GM Devolved Adult Education Budget (AEB) Year 1 update and Next Steps

Report of: Councillor Sean Fielding, Portfolio Lead for Digital, Education, Skills, Work and Apprenticeships and Joanne Roney, Portfolio Lead Chief Executive for Education, Skills, Work and Apprenticeships.

PURPOSE OF REPORT:

- To provide members with an overview of the first academic year (2019/2020) of GM's devolved Adult Education Budget (AEB).
- Update on progress of the second year 2020/2021.
- Set out plans for the 2021/2022 academic year.

RECOMMENDATIONS:

The GMCA is requested to:

1. Consider and note the updates, set out in Sections 2 & 3.
2. Note the planned approach for the commissioning of the National Skills Fund Adult Level 3 offer, as set out in Section 4. 3 of the report and grant delegated authority to the GMCA Treasurer, in consultation with the Lead Member and Lead Chief Executive for Education, Skills, Work and Apprenticeship (subject to considerations around any conflicts of interest which might arise), to take forward the AEB commissioning of the National Skills Fund Adult Level 3 offer, for both existing AEB skills providers and the procured element, to the contract award as set out in section 4 of the report.
3. Agree that the GMCA Treasurer, in consultation with the Lead Member and Lead Chief Executive for Education, Skills, Work and Apprenticeship (and subject to considerations around any conflicts of interest which might arise), be granted delegated authority to take forward the AEB commissioning of the National Skills Fund Adult Level 3 offer, for both existing AEB skills providers and the procured element, to contract award as set out in section 4.
4. Approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded further education institutions and contract for services skills providers and to grant delegated authority to the GMCA Treasurer to agree any minor changes that

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

arise during discussions between each institution and GMCA, as set out in Section 5 & Annex 5 of the report.

5. To approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded local authorities and to grant delegated authority to the GMCA Treasurer to approve any minor changes that arise in the course of discussions between each local authority and GMCA, as set out in Section 5 & Annex 6 of the report.

CONTACT OFFICERS:

Gemma Marsh, Director of Education, Skills and Work, GMCA; Email address: Gemma.marsh@greatermanchester-ca.gov.uk

Sharon Kelly, Senior Principal Skills Manager, GMCA; Email address: Sharon.kelly@greatermanchester-ca.gov.uk

Equalities Implications:

Equality implications are continually monitored throughout the lifetime of the funding, with AEB aimed to support all GM residents. Diversity and inclusion is a central part of the AEB funding and initiatives within the overall programme are designed to engage those excluded.

Paragraph 1.1: Gaining a better understanding of residents' barriers to accessing adult education and skills provision and working collaboratively with local authorities, stakeholders and out skills providers to respond directly to local challenges and remove these barriers to learning.

Climate Change Impact Assessment and Mitigation Measures – Will be continually monitored

Risk Management:

GMCA's Education, Skills and Work Directorate will continue to work with the selected providers to ensure comprehensive processes are in place to identify and mitigate risks, including managing the performance of the delivery, linked to the Devolved AEB Funding and Performance Management Rules, which includes audit and compliance procedures and risk ratings applied to individual providers during the year.

Legal Considerations:

GMCA's Education, Skills and Work Directorate will continue to work with the legal support from MCC, to ensure all contractual documents are appropriate and in place for the academic year.

Financial Consequences – Revenue:

Revenue funding is taken from the Adult Education Budget, which is received on an annual basis each financial year.

Financial Consequences – Capital: Not applicable

Number of attachments to the report:? 0

Comments/recommendations from Overview & Scrutiny Committee

Short paragraph to be included here:

BACKGROUND PAPERS:

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D (1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

- 21. Greater Manchester's Adult Education Plan for the Academic Year 2020/2021 (May 2020)
<https://democracy.greatermanchester-ca.gov.uk/documents/s7600/GMCAAEBAAllocations.pdf>

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

1. INTRODUCTION

1.1 Devolution of the Adult Education Budget (AEB) is a long-term journey of change that will deliver positive outcomes for more of the region's residents. For the first year of this journey, the main aims have been:

- To work much more closely with the provider base to develop improved analysis of learner journeys, with a focus on positive outcomes and progression, and understanding whether the activity improves an individual's employability and quality of life.
- Create a more place-based approach to the delivery of adult skills, recognising that for all of the ten local authorities, the supply and demand for skills is different, and that a 'blanket approach' to providing education and skills provision will not achieve the ambitions for increased productivity and better outcomes for residents.
- Work with partners, local authorities and internal colleagues in the Industry Skills and Labour Market Intelligence Team to better respond to employer skills/talent needs, specifically in the growth and foundation economy sectors outlined in the GM Local Industrial Strategy.
- Gaining a better understanding of residents' barriers to accessing adult education and skills provision and working collaboratively with local authorities, stakeholders and skills providers to respond directly to local challenges and remove these barriers to learning.

1.2 Over time, and with systemic improvements across the whole education, work and skills landscape we envisage making a long-term shift in emphasis away from the traditional view that AEB focusses on 'second chance' essential skills, towards one that ensures residents and businesses can keep pace with changes in the labour market and in the global economy at all levels. This longer-term shift in emphasis will be one of the key measures of success for Greater Manchester's devolved Adult Education Budget. Devolution allows the GMCA to strengthen the strategic focus of education, work and skills provision for adults – recognising the important proactive role that can be played by skills providers, not as passive recipients of skills funding but as key strategic planning and delivery partners at the heart of the communities, places and economies they serve.

2. Academic Year 2019/2020 - What has been achieved?

2.1 As stated, the **plan for the first year** of the devolved AEB was to develop close relationships with all providers, and establish strategic, place-based partnership networks to allow providers to be more involved in strategic discussions about the supply and demand for skills at a local level. This meant that they could then use this local information to respond to challenges and offer the right skills and training to meet local economic need.

2.2 In the first year over 51,000 GM residents accessed over 114,000 devolved AEB funded courses, with over 93,000 of these completed during 2019/2020. Table 1 below provides a breakdown of the percentage of residents and the courses accessed by district. A split by sector skills area and level for GM is included in Annex 1. Given the impact Covid 19 had on face-to-face learning this is a real achievement that so many residents continued to make a positive impact on their learning.

Table 1: GM AEB Residents & Course Enrolments by District, 2019/20 (R14 ILR Data)

District	% of Total Residents	% of Total Course Enrolments
Manchester	28%	33%
Bolton	12%	11%
Oldham	12%	10%
Salford	9%	9%
Rochdale	9%	8%
Wigan	7%	7%
Tameside	7%	7%
Bury	6%	6%
Stockport	5%	5%
Trafford	4%	4%
TOTAL	100%	100%

- 2.3 Skills providers were expected to develop a place-based curriculum offer, responding to the strategic priorities identified by GMCA and Local Authorities. Local strategic partnership networks were set up to encourage providers to work more closely with Local Authorities and other stakeholders to respond directly to local need.

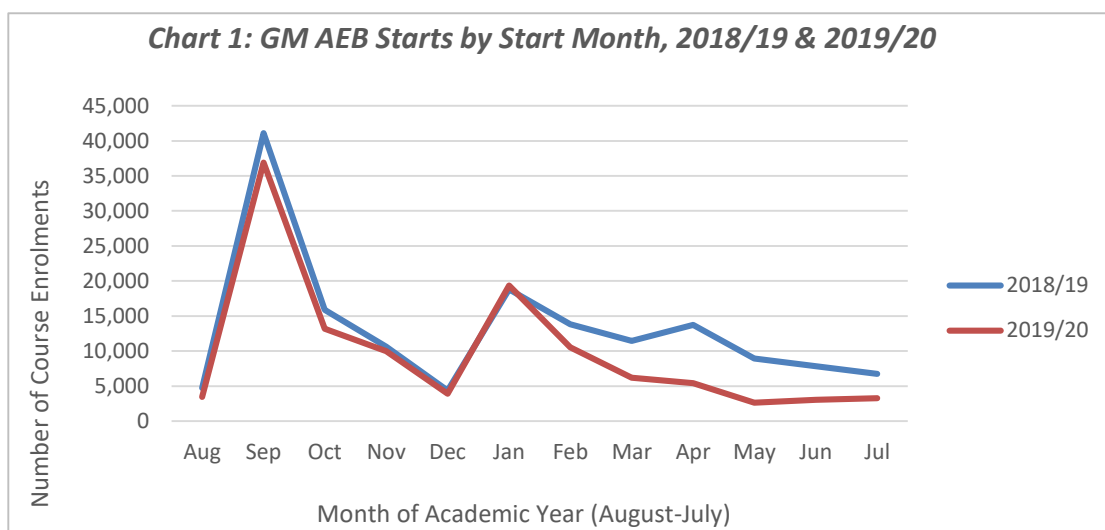
Example of local collaboration:

In Salford, AEB providers have joined the Salford IAG network which links over 100 organisations throughout Salford to support skills, wellbeing and employment opportunities for Salford residents, with prospects for cross-working and referrals. **This has resulted in Salford residents studying on an AEB course receiving a full wrap-around service of local support** if needed due to AEB providers having a greater awareness of the local services offered. *More examples of how this has worked well in other areas can be found in Annex 2.*

- 2.4 When the **Covid-19 pandemic** started, classroom and other face-to-face learning had to stop. In order to continue to support the provider base during this difficult and uncertain time, a number of initiatives were put in place to ensure providers could continue to deliver wherever possible. These initiatives included:
- **Moving delivery online** wherever possible and ensuring providers utilised learner support funding to equip learners with the necessary IT equipment.
 - **Implementing an Addendum** to the Funding & Performance Management Rules which included allowing providers to deliver to residents on furlough and those at risk of redundancy due to the Pandemic.
 - **Developing a suite of programmes** that responded directly to the skills challenges as a result of Covid-19. Additional funding was made available for providers who wished to respond to the challenges. These programmes were:
 - Supporting Safe Returns to Work: supporting businesses to provide health & safety and risk assessment training to staff to enable safe returns to work;

- Rise of the Keyworker – Skills Pathway Programme: upskilling and reskills unemployed residents to enable them to enter keyworker roles in critical sectors; and
- Short Retraining Programme: short, intensive skills provision codesigned with employers to support residents to retrain quickly.
- **Making over £2m of capital funding available** for 81 skills providers including the supply chain, to purchase kit and equipment to both assist with the delivery of online learning (for example laptops and tablets for learners) and to make their buildings Covid-19 secure.
- **Investing £1.5m in local authorities** to support overcoming barriers to accessing Adult Learning. This was shared evenly across all GM Local Authorities and split into four areas of activity: Alleviating Barriers to Adult Education, Supporting Digital Inclusion and ESOL. An additional £500,000 from the Local Growth Fund (LGF) supported 10x Digital Kit & Connectivity Projects across the Local Authorities. Initiatives are now underway (outline of funded activities can be found at Annex 3). Initial highlights include:
 - Major **collaboration between 7x Local Authorities** to launch the GM ESOL Advice Service
 - **26** new jobs created
 - Over **2000** pieces of Digital Kit & Connectivity bought to support 1000s of residents
 - Working with up **100** VCSE organisations to support the **hardest to reach** residents

2.5 Covid-19 has impacted on the delivery of AEB, particularly with a decrease in residents enrolling on courses, in the run up to and during the final term of the academic year. *Chart 1* below compares the number of courses residents have started by month, with the previous year of adult education. The chart reflects that devolved delivery in 2019/2020 was for the majority of months very similar to the previous year and the fall in new starts on courses began from February 2020, as



providers started to see Covid-19 have an impact. Numbers of residents enrolling increased very slowly from May 2020 onwards where these related to the initiatives outlined above in paragraph 2.4.

2.6 In relation to the funding, devolved AEB providers delivered 88% of actual learning in 2019/2020, even though the COVID-19 pandemic caused all learning environments

to close for the latter part of the academic year. This reflects the work and commitment from our provider base, to ensure the residents are supported and offered the learning they require. The GMCA took the approach to cover the provider base and cover costs, whether this be by actual delivery or via an Open Book Accounting process. This resulted in 98% of the overall allocation being paid, as outlined in *Table 2* below. It should also be noted that these figures cannot show the pastoral support given to residents throughout this time as it is not captured via the data system. GMCA have worked with all providers to understand what additional support was given to residents which accounts for the increase in funding provided to them.

Table 2: GM AEB Allocation (£m)

Committed for 2019/2020 £m	Actual Funds Paid for 2019/2020 £m	As a % of Allocation
90.34	88.66	98.14%

3. Academic Year 2020/2021 - Continued Long term ambition for AEB

3.1 In early February 2020, DfE confirmed the GMCA AEB budget for the **2nd academic year (2020/2021)** as £96.2m, a 4% increase on the budget for 2019/20. Outlined in the GMCA Adult Education Plan for 2020/2021 May 2020 paper, AEB would support further changes to delivery linked to the Local Industrial Strategy and respond to key policy areas (including Covid-19 Recovery). These changes include:

- **Maintaining those flexibilities** implemented in the first academic year.
- **Utilising AEB as a vital element of a flexible and coordinated recovery package in response to the Covid-19 pandemic**, focusing on supporting key workers/essential services and harnessing the potential of temporary volunteers.
- **Developing packages of learning** that supports residents onto training pathways with a line of sight to key worker occupations/priority sectors.
- **Supporting priority cohorts of individuals** through closer policy links across the CA, building on the GM model for unified public services and using funding flexibilities to tailor support, for example offenders in the community, vulnerable and marginalised women and workers in GM's night-time economy.
- **Maintaining the increased focus on place**, working closely with local authorities to ensure that residents, businesses and community needs are being met, particularly within the context of Covid-19, with an emphasis on socially isolated residents and digital inclusion.
- **Maintaining stability with skills providers and colleges.**
- **Creating clear lines of sight and training pathways** into and within GM's frontier and foundation sectors by aligning AEB with the ESF Skills for Growth programme and linkages to other GM work and health activity.

3.3 As referred to in the final bullet point above '**Creating clear lines of sight and training pathways**', in line with GM's Local Industrial Strategy the GMCA team are aligning adult skills provision at Level 3 with the growth and foundation sectors, to

ensure that GM residents are able to move into suitable employment. Using devolved AEB, and working closely with the colleges and provider network, a specific **Greater Manchester Level 3 Qualification list has been developed** which links directly to occupations within the LIS growth and foundation sectors and also supports the response to the recovery from Covid-19.

- 3.4 The GMCA team now begun to take forward the first 'Innovative and Responsive' activity, with a minimum of £1.7m of AEB funds to fully fund these qualifications and support more residents in progressing their skills (summary list of qualifications, target sectors; proposed eligibility criteria for residents & the approach to commissioning can be found in Annex 4). The team will continue to review the list, as we understand more about the skills demand within each of the LIS sectors and take in to account national policy changes.
- 3.5 With the impact of Covid-19 continuing the GMCA team have aimed to **maintain stability with skills providers and colleges**. GMCA has continued to have a focus on provider stability for 2020/2021 and has worked positively with the provider base, including work to support the continuing COVID-19 response. This was outlined in a letter of comfort issued to all AEB providers in April 2020, which covered a period of twelve months.
- 3.6 Since the start of the academic year, the GMCA team have continually monitored the impact of the Pandemic on the delivery of adult education provision, ensuring the providers followed national guidance for social distancing and staying safe. During January and February 2021, the Contracts and Performance Team met with all AEB lead providers (grant- funded and procured) to discuss:
- Delivery for the first key milestone (August to November 2020)
 - Projected delivery and end of year position
 - Status of provision, and whether this was all online etc.
 - Impact on learners
 - What is working / not working well / barriers to delivery etc.
- 3.7 These meetings have enabled the GMCA team to get a better understanding of how all the AEB providers are managing differently the impact of Covid-19. The aim is to continue to support the AEB providers and the GMCA team are currently putting in place additional flexibilities and support to ensure both residents continue to be engaged and offered adult education and providers are also recognised for the different support they may have put in place and continue to need during key points throughout the Pandemic.
- 3.8 As the twelve-month period is now coming to an end and as outlined within the Government's roadmap to ease lockdown restrictions, i.e. adult learners will be able to return on site from 8th March. Providers will want to judge the right balance between on-site and remote delivery for adult learners to continue to provide high quality education and training.
- 3.9 Linked to another GMCA report for March 2021 elsewhere on this agenda - *Covid-19 Contingency support measures for GM Work & Skills Programmes* and following legal advice and the GMCA team will confirm with all AEB providers the end of the event in terms of AEB funding is 31st March 2021, along with guaranteeing funding for the period August 2020 to March 2021, the same approach taken for 2019/2020 at the

start of the Pandemic (equating to 67% of the overall contract / grant allocation for 2020/2021).

- 3.10 From the 1st April 2021 GMCA will return to aligning delivery to the Individualised Learner Record (ILR) data system and the wider claims process. GMCA's Performance Management processes will be reinstated from this point in line with the Devolved AEB Funding & Performance Management Rules Section 4. Throughout the meetings with each AEB provider the team ensured providers were aware of existing ILR flexibilities and what support / learning could already receive funding. Additional to these GMCA will:
- Provide access to further additional ILR flexibilities i.e. expanding AEB to fund other training e.g. Mental Health, home schooling for parents etc. through updated Funding & Performance Management Rules for 2020/2021;
 - Give all AEB providers the opportunity to draw down a percentage of their allocation to cover costs relating to 'Covid-19 Learner Support', i.e. pastoral care, support for additional hardship funds etc.
 - Open a process to providers to allow the opportunity to submit a business case to show actual cost and activity, up to the maximum of their funding allocation.
- 3.11 GMCA will work with providers to ensure the end of year final claim is completed which will include all fair and actual costs and will take in to account the different payment processes for grant and procured.
- Grant-funded providers will not have their funds recovered after the year end. Funds in 2020/2021, which have been paid but not evidenced (using actual ILR, manual claims, business case), will be ringfenced. The intention will be to utilise these funds in addition to the allocations for 2021/2022, on targeted provision to meet local challenges, as agreed with GMCA.
 - Procured providers will continue to be paid on actual for 2020/2021. Where providers have not spent their full allocations, GMCA will carry over any underspend in to 2021/2022. The intention will be to utilise these funds in addition to the allocations for 2021/2022, on targeted provision to meet local challenges, as agreed with GMCA.
 - GMCA will expect that any funds ring-fenced as outlined above will need to be spent in the 2021/2022 academic year and will not be rolled over in to 2022/2023. It will be intended to offer targeted support to respond to the ongoing impacts and inequalities caused by Covid-19.
- 3.12 GMCA will in addition to the above arrangements support those providers who over deliver in 2020/2021, based upon the actual ILR, and manual claims at the end of year final reconciliation. This will be a similar approach to the ESFA's 3% over delivery, which GMCA will confirm, prior to the year end.
- 4. National Skills Fund Adult Level 3 offer**
- 4.1 The Government introduced its Lifetime Skills Offer in December 2020 and as part of this approach GM has been allocated a further devolved & ring-fenced £8.3million (April 2021 to July 2022), to deliver and manage the **National Level 3 Adult offer**.
- 4.2 From April 2021, any adult aged 24 and over who wants to achieve their first full level 3 qualification, which is equivalent to an advanced technical certificate or diploma, or 2 full A levels, will be able to access a restricted list of fully funded courses. Additional to this 19- to 23-year-olds will continue to be eligible for their first full level 3 via the devolved AEB, and any additional qualifications made available through this offer.

This is a shift away from making residents use the loan fund for learning so should stimulate more demand for access to L3 qualifications which are crucial as set out in the LIS.

- 4.3 The qualifications on offer from this national perspective will deliver a wide range of skills in many jobs and sectors. Through our work undertaken to establish the **Greater Manchester Level 3 Qualification list** (outlined in paras 3.3 & 3.4 above), we have taken into account what is already on the national list i.e. certain sectors engineering; building & construction; digital etc. We have currently decided to exclude these qualifications from the local list, until we understand how they fit and meet the need of GM employers. We do not want to exclude residents from accessing these as they are still relevant e.g. in the digital sector the practitioner qualifications would still be relevant, and will complement the GM qualifications. Where residents who are eligible access these qualifications the funds come via the national pot and the local devolved funds could be used to enhance and add further value to the national qualifications.
- 4.4 Nationally, as we are doing locally, the qualifications list will be kept under review to ensure that it responds to changing labour market needs and Mayoral Combined Authorities and the Greater London Authority will be able to suggest additions to the list through the qualifications funding approval process if they meet the criteria. Hence we would look to add relevant qualifications from our list, if they met the national criteria, to use the national funds for these in place of local funds, and continue to review our local list.
- 4.5 To ensure GM residents do have access to this offer we will manage the deliver and funding in the same way we do for the existing devolved AEB funding. We will work with all our existing AEB providers, requesting information that will assist in allocating funding to meet demand for these qualifications.
- 5.6 Once we understand the level of offer and any gaps in relation to the qualification list, we will, using the new Work and Skills Flexible Procurement System (FPS), carry out a comprehensive commissioning process to ensure all qualifications on the National Skills Fund list are made available to GM residents. This may result in new providers being contracted to deliver the national list.

5. Academic Year 2021/2022

- 5.1 GM AEB will continue to deliver changes which will support delivery of the LIS, COVID19 Recovery Plan and the Local Skills Report/Labour Market Plan. We will continue to develop and implement a range of GM and locally focused initiatives, aligned with ongoing policy developments and supporting evidence to target over and above the main statutory entitlements of the AEB requirements.
- 5.2 GM AEB will continue the grant funded approach for the FE Colleges and Local Authorities and GMCA will continue with procured providers which were commissioned in pre-2019/2020, whilst also preparing for an additional limited amount of procurement during 2021/22.
- 5.3 In early February 2021 DfE confirmed the 2021/2022 GMCA AEB budget as being £96.2m for the academic year. This figure is calculated using performance data from

the 2017/18 academic year. The confirmed budget represents a slight decrease of £58,907 on GMCA's 2020/21 allocation, due to the removal of funds relating to the National Retraining Scheme, however GM's devolved area proportion (% share) has seen a slight increase from the 7.19% 2020/21 to 7.21% from 2021/22 onwards. This is due to arrangements with four nationally funded providers comes to an end on the 31 July 2021. The funding percentage reflects this change.

- 5.4 GMCA approved a 2-year stable approach for Grant funded providers to bed in the GMCA approach to AEB and a 1+1+1 approach for procured contracts, subject to performance and affordability. It is proposed given the continued economic shock we face at present that GMCA extend for the majority of grant funded and procured providers the same allocations in to this third year (in addition to the 20/21 remaining allocation as set out in paragraph 3.11), ensuring performance management in year where appropriate.
- 5.5 For all AEB providers we have looked at past performance, taking in to account the impact Covid19 has had on delivery, plus how allocations were agreed upon for the first year (2019/2020). GMCA are working with a small number of providers to understand their previous and current performance and projected final end of year position, as to whether a reduction or increase in their allocation would be applicable for 2021/2022.
- 5.6 Overall for the 2021/22 academic year GMCA are proposing to continue to fund 36 providers in total. GMCA will distribute additional funding relating to continuing learners on the basis of the RO12/RO14 2020/21 data points so this funding covers actual delivery to learners this is cover in the allocation from DfE for 21/22.
- 5.7 Approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded further education institutions and contract for services skills providers and to grant delegated authority to the GMCA Treasurer to agree any minor changes that arise during discussions between each institution and GMCA. The list of proposed indicative allocations can be found in Annex 5. This includes the current 2020/21 allocation by provider and the indicative allocation for 2021/2022.
- 5.8 **GMCA are asked to** approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded local authorities and to grant delegated authority to the GMCA Treasurer to approve any minor changes that arise in the course of discussions between each local authority and GMCA. The list of proposed indicative allocations can be found in Annex 6. This includes the current 2020/21 allocation by provider and the indicative allocation for 2021/2022.

Annex 1 – Split by sector skills area and level

GM AEB Enrolments by Subject, Level, 2019/20 (R14 ILR Data), % of Total Enrolments

Subject (Tier 1)	Level					
	1	2	3	Entry	Other	TOTAL
Agriculture, Horticulture and Animal Care	0.1%	0.1%	0.0%	0.0%	0.0%	0.2%
Arts, Media and Publishing	0.3%	0.2%	0.1%	0.1%	1.1%	1.9%
Business, Administration and Law	2.1%	2.9%	0.2%	0.2%	0.1%	5.5%
Construction, Planning and the Built Environment	1.0%	0.6%	0.1%	0.0%	0.0%	1.7%
Education and Training	0.2%	1.3%	0.0%	0.0%	0.2%	1.7%
Engineering and Manufacturing Technologies	0.3%	0.7%	0.1%	0.0%	0.0%	1.1%
Health, Public Services and Care	2.2%	4.8%	0.2%	0.1%	0.6%	8.0%
Information and Communication Technology	2.0%	0.7%	0.1%	0.5%	1.5%	4.9%
Languages, Literature and Culture	0.0%	1.9%	0.0%	0.1%	0.5%	2.5%
Leisure, Travel and Tourism	0.1%	0.3%	0.0%	0.0%	0.1%	0.5%
Not Applicable	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%
Preparation for Life and Work	13.7%	4.8%	0.0%	33.4%	11.0%	62.8%
Retail and Commercial Enterprise	2.7%	3.3%	0.1%	0.2%	0.3%	6.6%
Science and Mathematics	0.0%	2.3%	0.1%	0.0%	0.0%	2.4%
Social Sciences	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%
TOTAL	24.7%	23.9%	1.1%	34.7%	15.6%	100.0%

Annex 2 – Examples of place-based working across GM

Creation of a GM ESOL Advice Service as a **result of a major collaboration project** between seven local authorities (Bury, Manchester, Oldham, Rochdale, Salford, Tameside & Trafford) coming together to better support ESOL provision in their area. As demand for ESOL provision across the region outstrips supply, the Advice Service will provide a **co-ordinated and consistent approach** to ESOL waiting lists and assessment experiences for residents. With a central waiting list being held for the local authorities rather than with individual providers and colleges, the service has exclusive access to ESOL course places to ensure equality of access for residents in the area.

Wigan Council use the AEB Partnership Meetings (attended by AEB skills providers and other local stakeholders, including Jobcentre Plus and Work & Health Programme providers) to **share ideas and knowledge of local skills challenges to ensure that local provision responds to local priorities**; particularly around engaging with residents in some of the most deprived wards in the area. Providers are encouraged to respond to these local challenges by working collaboratively with local partners and the local authority which has resulted in closer working relationships and increased cross-referrals, ensuring residents get the right support at the right time.

Bolton Council noticed that certain residents at a large employer in the area were unable to sustain their employment due to their lack of specific employability skills and the inability to access existing provision due to constraints with the AEB funding rules. This was raised with GMCA **resulting in changes being made to the funding rules to allow for certain activities to support learning in the workplace** that leads to in-work progression and/or job sustainability. These residents are now able to embark on these courses and retain their jobs.

In Stockport, the council has been working collaboratively with StartPoint to provide residents with access to key services to **support addressing longer-term barriers to learning and employment**. An investment from the LA Grant programme has enabled improved access and support to key services for Asylum Seekers and Refugees in the borough as well as the development of an IT equipment lending facility for learners on longer courses. In addition to this, the AEB Partnership Meetings provides a forum for providers and the council to share local knowledge about skill challenges and identify for future collaborative working, including linking with local employers.

Annex 3 – Detail of funded projects via LA Grant Programme

Authority	Alleviating Barriers	Digital Inclusion	ESOL	Digital Kit
Bolton	Resource a 'Skills and Employment Navigator' that works collaboratively with the ESOL and Digital Skills Navigators. The post would be IAG qualified and an experienced skills and employment support practitioner and GMCA AEB provider group.	Fund a 'Digital Help and Loans' resource within the Bolton Council Library Service, with the deployment of a suitably qualified practitioner to lead the service as a Digital Skills Navigator who will have delivery oversight of Digital support phoneline, One to One Digital Support, 'Digital Kit' loan service	Fund a new post of an ESOL Skills Navigator who will be an experienced and qualified ESOL practitioner who will coordinate various activities including ESOL advice in libraries, establishing an ESOL enquiry service and maintain a course directory.	To purchase 20 laptops and 120 tablets with cases and screen protectors including software with wi-fi data packages.
Bury	Create a mini eco-system linking all stands together to create a team that will add much needed capacity across Bury Council and partners. It will create a 12 month post that will work across the digital inclusion and ESOL strand and also across multiple learning opportunities.	Employ a Digital Inclusion Project Manager who will map all local provision, support Kickstart and coordinate Marketing & Comms.	Part of the overall GM ESOL Advice Service , which provides a central approach for residents wanting to access ESOL provision in the area , including a standardised assessment process and centralised waiting list.	The Kit will provide 70 notebooks, SIMs, software, support and web filtering solutions for residents.
Manchester	Linked to the Manchester Adult Education and Skills Plan, the funds will be used to recruit a post to accelerate the elements of the plan linked to residents accessing skills. The Manchester Adult Education and Skills Plan Coordinator will work collaboratively to break down barriers.	Utilising learning from the Get GM Digital Grant, this proposal looks to recruit an additional Digital Inclusion Officer to widen the scope. Focus will be on the pathways between adult learning providers and grassroots provision and focus on pathways for progression (into EDS). The fund will be used to deliver targeted comms to reach and motivate those who aren't engaged in a digital skill offer, aimed at priority groups.	Continuation of the successful Manchester ESOL advice service. Scope has extended to also provide a central co-ordination function for a cross GM roll out. Features include: Single point of access for residents, Standardised assessment process, Central waiting list, Standardised marketing materials	Manchester is working with local community groups to ensure kit and connectivity opportunities get to the right residents. The £50k will fund 1) 167x Chromebook 2) 167x Mobile Wi-Fi packages 3) Relevant software packages
Oldham	This project will recruit a Skills Co-ordinator to work in the community in Oldham's unemployment hotspots to understand residents	Recruit a Digital Skills Officer to target underrepresented groups in known areas of Oldham with high Digital Exclusion . They will work with local	Part of the overall GM ESOL Advice Service , which provides a central approach for residents wanting to access ESOL	The project will produce a "Classroom in a box" to enable residents to access Kit for their learning. Training

Authority	Alleviating Barriers	Digital Inclusion	ESOL	Digital Kit
	needs and barriers and work with appropriate AEB providers on new opportunities.	communities and undertake research and engagement activities to determine the real time needs of residents to inform a Digital Strategy for Oldham .	provision in the area , including a standardised assessment process and centralised waiting list.	Providers & community centres will have the opportunity to utilise this
Rochdale	An extension of the single point of access, this will fund an Engagement and Advice Officer to offer more intensive support to residents before referrals to AEB courses. A focus on outreach and engagement , to people known to the community hubs and neighbourhood teams that have struggled to access provision	Rochdale plan to recruit a Digital Co-ordinator and support Apprentice who will - Map current provision, engage with hard-to-reach communities, deliver digital taster sessions, support for accessing online services, support the development of Digital Ambassadors, manage the Digi-tech library.	Part of the overall GM ESOL Advice Service , which provides a central approach for residents wanting to access ESOL provision in the area , including a standardised assessment process and centralised waiting list.	The fund will provide Kit and Connectivity to residents. The key point of this proposal is the MESH technology that is proposed, which will provide connectivity for 3000 residents in targeted boroughs.
Salford	This project will recruit 2x posts <ul style="list-style-type: none"> • Commissioning Officer – Recruitment and Skills Broker • Resourcer – Resident Engagement and Recruitment Pool <p>These roles will provide an impartial brokerage function and engagement service for Salford residents</p>	This project will appoint a VCSE partner to support commissioning of Digital Inclusion Activity, develop a Basic Digital Skills Inclusion Strategy and manage applications into the Digital Inclusion & the Kit fund . The fund will also support voluntary Digital Mentors.	Part of the overall GM ESOL Advice Service , which provides a central approach for residents wanting to access ESOL provision in the area , including a standardised assessment process and centralised waiting list.	This fund will purchase: <ul style="list-style-type: none"> - 12x Think Pads - 20x Laptops - 200x Android Tablets - 470x Data packs <p>Kit will be given to residents via applications.</p>
Stockport	JOBSMATCH: Enhance the offer of JobsMatch, by developing a self-serve model that will enable all jobseekers, employers and training providers, to regularly update their information on the portal. ACADEMY: The project will support the development of an adult and social care model	Working with StartPoint to provide residents with access to key services to support addressing longer-term barriers to learning and employment ; enabling improved access and support to key services.	Appointment of an ESOL Development Officer to host Partnership events; develop a Partnership Communication Strategy and identify gaps in provision .	Purchasing 109 laptops; 20 tablets; 4 charging cabinets and 2 mobile charging cases. These will be used on a loan scheme basis to support the digital inclusion strand above.

Authority	Alleviating Barriers	Digital Inclusion	ESOL	Digital Kit
Tameside	<p>Part 1 - Commission a Young People (age 19-30) Transition Worker to work with residents who are NEET to access and sustain adult education</p> <p>Part 2 – Commission a Marketing Campaign to engage hard to reach groups in adult education.</p> <p>Part 3 – Co-develop and co-produce small, targeted community programmes (between £1000 and £5000) to alleviate barriers to adult education for hard-to-reach groups</p>	<p>Part 1 Co-development and co-production of small targeted community programmes (between £1,000 to £5,000) to increase access to digital inclusion delivered by Cultural/VCSE organisations</p> <p>Part 2 – Tameside Council to employ a dedicated 121 Adult Learner Digital Inclusion Key Worker for 12 months</p>	<p>Part of the overall GM ESOL Advice Service, which provides a central approach for residents wanting to access ESOL provision in the area, including a standardised assessment process and centralised waiting list.</p>	<p>The fund will purchase 210x chromebooks which will be distributed in the following ways:</p> <p>Model 1 - Gifting kit to local Adult Education Provision (70 units)</p> <p>Model 2 - Digital kit loan scheme with Tameside ACE (40 units)</p> <p>Model 3 - Loan to trusted partner organisations and relevant TMBC support services (100 units)</p>
Trafford	<p>To appoint a Skills Outreach Information Officer to provide an outreach information and advice service to residents promoting information about adult skills training. Funding will also be used for marketing and promotion.</p>	<p>The project will fund a Digital Volunteer Coordinator who will be based within the Trafford Library Service.</p> <p>They will co-ordinate and train Digital Volunteers to support residents with a priority to those who lend kit.</p>	<p>Part of the overall GM ESOL Advice Service, which provides a central approach for residents wanting to access ESOL provision in the area, including a standardised assessment process and centralised waiting list.</p>	<p>A Kit loan scheme linked to their Digital Inclusion Strand. Kit they intend to purchase:</p> <ul style="list-style-type: none"> - 30x laptops - 30x iPads - 60x data packs
Wigan	<p>To appoint an AEB Engagement Lead position to work across the piece to provide opportunities, advice and guidance to Wigan residents, with a view to refer onto AEB funded courses.</p>	<p>To extend the scope of a recent TechMate app project which provides digital mentoring to residents. The fund will pay for a co-ordinator post who will also source and train volunteers.</p>	<p>Recruit ESOL Co-ordinator position with the remit to develop and implement a co-ordinated approach across Wigan for the management of applications for ESOL provision, one boroughwide assessment process and a “passport” system into waiting lists once completed, and referral to the provider who can best meet individual need.</p>	<p>Development of a tablet loaning scheme with connectivity that will form an essential part of Wigan’s digital agenda, ensuring technology is available to engage with those offline and improve digital literacy.</p>

Annex 4 - Summary list of qualifications, target sectors; proposed eligibility criteria for residents & the approach to commissioning for Level 3 Local Offer

SSA Tier 2	Occupational Pathway	No. of quals	Summary Courses
3.3 / 3.4	Agriculture, environmental and animal care	2	Animal Management & Sustainable Recycling Activities
15.2 / 15.3	Business and Administration	2	Medical Secretaries & Management
1.3	Care Services	9	Health and Social Care; Counselling Skills; Understanding Mental Health; Advice and Guidance & Pharmacy Service Skills
7.4	Catering & Hospitality	5	Catering and Hospitality; Professional Cookery Studies; Patisserie and Confectionery
5.2	Construction	31	Construction – electrical, plumbing, plastering, tiling etc.; Hydrocarbon Refrigeration; Air Conditioning; Heat Pump & Gas etc. Systems; Testing of Electrical Equipment; Built Environment; Energy Efficiency Measures; Cladding Operations; Plant and Machinery Maintenance; Lifting Operations; Interior Systems.
9.2 / 9.3	Creative and Design	9	Creative and Design; Creative Media Production; Art and Design; Digital Media Production; Design Crafts
6.1 / 6.2	Digital	21	Digital; Digital Technologies; Business Processes; Cloud Services; Coding and Logic; Operating Systems; Communication Systems; Networking and Architecture; Online Marketing; Web Design; Cybersecurity; Systems
13.1 / 13.2	Education and Childcare	7	Education and Childcare / Training; Assessing Vocational Achievement; Early Years Workforce; Supporting Teaching and Learning; Advice and Guidance
4.1 / 4.2	Engineering & Manufacturing	12	Engineering and Manufacturing; Advanced Manufacturing; Machining; Rail Engineering; Electrotechnical Technologies; Laboratory Activities
1.1 / 2.1	Health & Science	3	Health and Science; Applied Science; Dental Nursing
4.3 / 8.2	Transport & Logistics	4	Transport & Logistics; Mobile Air Conditioning; Electric/Hybrid Vehicle System Repair and Replacement; Travel and Tourism

GM Resident eligibility for the GM local Level 3 offer

We are proposing that the ‘Level 3 Entitlement list for Greater Manchester’ takes in to account the national eligibility requirements for all adults, 19-23 years olds and 24-year olds and over. GMCA’s proposed criteria for eligibility is as follows and we will fully fund individuals as part of this offer where they:

- a. are aged 19 or above on 31 August within the 2020 to 2021 funding year;
- b. enrol on a level 3 qualification specified on the GM list of Level 3 qualifications within this offer; and

- c. already hold a level 3 qualification or this is their first level 3 qualification

Smaller Level 3 qualifications i.e. those with less than 60 guided learning hours for specific sectors or occupational pathways could be bundled together to provide the necessary skills and knowledge to enable individuals to progress in to employment or prepare for higher education or skills. Consideration too is being given to the need for funding uplifts on certain specialised qualifications identified as supporting the LIS growth and foundation sectors to improve GM resident access from GM approved providers.

Commissioning Process:

- Inviting existing AEB providers to submit proposals for delivering the Level 3 offer
- Use the recently established work and skills flexible purchasing system to procure additional providers where we have limited or no delivery of the qualifications
- Decisions on the additional allocations to existing providers and new contracts to be undertaken by GMCA treasurer etc etc.

Annex 5 - Proposed indicative allocations for the GM grant-funded further education institutions and contract for services skills providers

Provider Name	Allocation type	Base Contract Allocation - 2020/2021	Proposed Base Contract Allocation - 2021/2022	Variance
AQUINAS COLLEGE	Grant	£85,243	£85,243	£0
ASHTON SIXTH FORM COLLEGE	Grant	£156,477	£156,477	£0
BOLTON COLLEGE	Grant	£3,679,131	£3,679,131	£0
BURY COLLEGE	Grant	£2,061,164	£2,061,164	£0
CHEADLE AND MARPLE SIXTH FORM COLLEGE	Grant	£220,489	TBC	TBC
HOPWOOD HALL COLLEGE	Grant	£4,644,156	£4,644,156	£0
LTE GROUP	Grant	£17,209,543	TBC	TBC
SALFORD CITY COLLEGE	Grant	£6,127,216	£6,127,216	£0
TAMESIDE COLLEGE	Grant	£2,656,872	£2,656,872	£0
THE OLDHAM COLLEGE	Grant	£3,084,101	TBC	TBC
THE TRAFFORD COLLEGE GROUP	Grant	£5,585,775	£5,585,775	£0
WIGAN AND LEIGH COLLEGE	Grant	£3,518,930	£3,518,930	£0
ACCESS TO MUSIC LTD T/A ACCESS CREATIVE COLLEGE (LOT 2)	Contract for Services	£391,928	£391,928	£0
BABINGTON BUSINESS COLLEGE LTD (LOT 1)	Contract for Services	£749,779	£749,779	£0
BACK 2 WORK COMPLETE TRAINING LTD (LOT 1)	Contract for Services	£2,159,492	TBC	TBC
BACK 2 WORK COMPLETE TRAINING LTD (LOT 2)	Contract for Services	£526,500	£526,500	£0
GLOUCESTERSHIRE COLLEGE (LOT 2)	Contract for Services	£371,025	£371,025	£0
GROUNDWORK OLDHAM AND ROCHDALE (LOT 2)	Contract for Services	£162,955	£162,955	£0
MANTRA LEARNING LTD (LOT 1)	Contract for Services	£4,162,626	£4,162,626	£0
MAXIMUS PEOPLE SERVICES LTD (LOT 1)	Contract for Services	£1,359,344	TBC	TBC
PATHWAY FIRST LTD (LOT 1)	Contract for Services	£657,949	£657,949	£0
PEOPLEPLUS GROUP LTD (LOT 1)	Contract for Services	£1,475,431	TBC	TBC
SEETEC BUSINESS TECHNOLOGY CENTRE LTD (LOT 1)	Contract for Services	£955,659	£955,659	£0
STANDGUIDE LTD (LOT 1)	Contract for Services	£964,000	£964,000	£0
SYSTEM GROUP LTD (LOT 1)	Contract for Services	£2,051,659	£2,051,659	£0
THE EDUCATION AND SKILLS PARTNERSHIP LTD (LOT 2)	Contract for Services	£394,752	£394,752	£0

Provider Name	Allocation type	Base Contract Allocation - 2020/2021	Proposed Base Contract Allocation - 2021/2022	Variance
THE GROWTH COMPANY LTD (LOT 1)	Contract for Services	£3,009,790	£3,009,790	£0
THE TRAINING BROKERS LTD (LOT 2)	Contract for Services	£535,225	TBC	TBC
TOTAL PEOPLE LTD (LOT 1)	Contract for Services	£771,389	£771,389	£0
WORKERS' EDUCATIONAL ASSOCIATION (LOT 1)	Contract for Services	£1,976,723	£1,976,723	£0

Annex 6 – Proposed indicative allocations for the GM grant-funded local authorities

Provider Name	Allocation type	Base Contract Allocation - 2020/2021	Proposed Base Contract Allocation - 2021/2022	Variance
BOLTON METROPOLITAN BOROUGH COUNCIL	Grant	£2,168,234	£2,168,234	£0
BURY METROPOLITAN BOROUGH COUNCIL	Grant	£1,422,905	£1,422,905	£0
MANCHESTER CITY COUNCIL	Grant	£7,624,356	£7,624,356	£0
OLDHAM METROPOLITAN BOROUGH COUNCIL	Grant	£2,804,233	£2,804,233	£0
STOCKPORT METROPOLITAN BOROUGH COUNCIL	Grant	£1,210,294	£1,210,294	£0
TAMESIDE METROPOLITAN BOROUGH COUNCIL	Grant	£818,418	£818,418	£0
WIGAN METROPOLITAN BOROUGH COUNCIL	Grant	£716,985	£716,985	£0

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Date: 26th March 2021

Subject: Covid-19 Contingency support measures for GM Work & Skills Programmes

Report of: Councillor Sean Fielding, Portfolio Lead for Digital, Education, skills, Work & Apprenticeships and Joanne Roney, Portfolio Lead Chief Executive for Education, skills, Work & Apprenticeships

PURPOSE OF REPORT:

To provide an update on the Covid-19 contingency support measures put in place during 2020/21 financial year, to support the delivery of Greater Manchester Skills and Work externally funded programmes. The main aim being to stabilise and support providers with whom GMCA hold contract's or grant agreements, to deliver education, skills and work related provision to residents across Greater Manchester.

To agree to extending the Covid-19 contingency support measures put in place in financial year 2020/21 into 2021/22. Continuing to support the financial stability of providers, whilst maximising the support available to Greater Manchester residents at a time when many require additional support.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the work and progress to date on the Covid-19 contingency support measures for put in place during 2020/21 financial year.
2. To agree the continuation of the support measures into 2021/22 financial year.
3. To agree the support measures for Adult Education Budget for the remainder of the 20/21 academic year as set out Appendix 2 and additional AEB specific paper at Agenda item 5.
4. To delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to approve the Covid-19 Contingency support measures on a programme by programme basis, in 2021/22 financial year.

CONTACT OFFICERS:

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Gemma Marsh, Director of Education, Skills and Work, GMCA; Email address:
Gemma.marsh@greatermanchester-ca.gov.uk

Equalities Implications: Failure to ensure ongoing delivery of contacts could exacerbate labour market inequalities.

Climate Change Impact Assessment and Mitigation Measures: n/a

Risk Management: n/a

Legal Considerations: n/a

Financial Consequences – Revenue: This report relates to external funding to the CA from funding sources such as DWP, DfE and ESF, therefore has no consequences for the GMCA revenue budget

Financial Consequences – Capital: n/a

Number of attachments to the report: n/a

Comments/recommendations from Overview & Scrutiny Committee

Short paragraph to be included here:

BACKGROUND PAPERS:

- Covid-19 Contingency Planning – Business Case to Support Greater Manchester Work and Skills Programme Provider Base.
- Procurement Policy Note (PPN) 02/20: supplier relief due to coronavirus (Covid-19)

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

1. INTRODUCTION/BACKGROUND

- 1.1 In April 2020 due to the Covid-19 pandemic and its impact on the labour market, the Government published Procurement Policy Note (PPN) 02/20: supplier relief due to coronavirus (Covid-19), the key principles of which, are set out at Appendix 1 below. The PPN allowed the variations of contracted payment models to ensure the on going viability of providers and the delivery of much needed provisions.
- 1.2 Under the emergency powers in place at the time GMCA varied the majority of its education, skills and work contracts, in line with the key principles of PPN 02/20. Primarily removing the payment by results condition and moving to a cost recovery model with providers, whilst working with them to pivot provision to address the new challenges caused by Covid-19.
- 1.3 The new arrangements were put in place for a period of 12 months, safeguarded by quarterly reviews, including performance and Open Book Accounting Contract Management (OBCM).
- 1.4 Details of the contracts are in the table below:

Programmes	No. Contracts/ Grant	Overall Programme Value	Funding Source	No. of Sub-Contractors
Working Well	8	£82m	Various including ESF/DWP	4
Adult Education Budget	41	£92m per annum	Devolved DfE	84
GM Skills Pilots	9	£20m	DCMS/DfE	1
GMCA Work & Skills	3	£850k	GMCA/LGF	2

- 1.5 The contract/grant variation expire at the end of March 2021 and Section 3 below sets the proposed arrangement to cover the final period of the 2020/21 academic year for the Adult Education Budget and the 2021/22 financial year for all other contracts.

2. PROGRESS TO DATE

- 2.1 The support measures have enabled providers to pivot delivery in order to maximise support for residents, whilst maintaining some financial stability, which has been welcomed by providers. Without this assurance providers could have furloughed staff leaving residents without much needed provision.

- 2.2 Working Well providers converted quickly to remote working arrangements to support residents. The Work & Health Programme, in particular maintained strong referral and start rates and achieved its highest job start outcomes in Q3 2020/21 despite the challenging labour market conditions.
- 2.3 Many Adult Education Budget providers moved to alternative methods of delivery to support continued engagement and learning, this also included incorporating a level pastoral activity to support those most vulnerable to the impact of Covid-19. Full details of AEB delivery for 2019/20 academic year is covered in the Adult Education Budget (AEB) Year 1 Report.
- 2.4 The quarterly review process has enabled GMCA to assess and successfully manage risks associated with performance and programme delivery. The introduction of Open Book Contract Management has given GMCA additional assurance on the costs associated with delivery to inform better decision making and longer term planning.

3. COVID-19 CONTINGENCY SUPPORT MEASURES 2021/22 FINANCIAL YEAR AND 2020/21 ACADEMIC YEAR.

- 3.1 The existing support measures are due to expire at the end March 2021.
- 3.2 The ongoing situation with the pandemic, current lockdown across the country and Governments roadmap out of lockdown, means return to normal is unlikely to be fully realised as we move into the next financial year.
- 3.3 Providers continue to face on going challenges such as:
- Return to face to face learning/delivery
 - The impact of social distancing on face to face learning going forward, means smaller number of learners in the classroom.
 - The economic impact of Covid-19 on the labour market and access to jobs for those facing barriers to employment.
- 3.4 For programmes funded in line with the financial year, a return to a payment by results contract model at this stage would negate the positive progress that has taken place in the previous financial year. Impacting on the financial stability of providers, at a time when GM needs a strong provider based to support the Covid-19 recovery, as well as the long term implications for the local economy. GM residents ability to access services at a time when they may require additional support in developing transferable skills to support them in the labour market or addressing health or other related barriers to employment, may be severely hampered.
- 3.5 As the Adult Education Budget is funded in line with the academic year, support measures are only required up to the end of the 2020/21 academic year. Therefore separate arrangements will be made to support providers during this period. Full

details of those arrangements are set out in Appendix 2 below and are also included in the Adult Education Budget (AEB) Year 1 Update report.

- 3.6 Therefore it is the recommendation of this report that the support measures be extended into 2021/22 financial year, with built in quarterly reviews throughout the year to manage performance and risk.
- 3.7 The arrangement for the Adult Education Budget for the remainder of the 20/21 academic year as set out in Appendix 2 be approved.
- 3.6 Agree delegated authority to the GMCA Treasurer and GMCA Monitoring Officer to approve the Covid-19 Contingency support measures for the remainder of programmes, in 2021/22 financial year. This approach will allow for a tailored approach on a contract by contract basis and will also allow flexibility to respond quickly as the situation changes.

Appendix 1

Procurement Policy Note (PPN) 02/20: supplier relief due to coronavirus (Covid-19)

Key Principles

- Contracting authorities should pay all suppliers as quickly as possible to maintain cash flow and protect jobs. Contracting authorities should also take action to continue to pay suppliers at risk due to COVID-19 on a continuity and retention basis. Contracting authorities can consider making advance payments to suppliers if necessary.
- Contracting authorities should aim to work with suppliers and, if appropriate, provide relief against their current contractual terms (for example relief on KPIs and service credits) to maintain business and service continuity rather than accept claims for other forms of contractual relief, such as force majeure.
- Contracting authorities should work with all suppliers to ensure business continuity is maintained wherever possible and that business continuity plans are robust and are enacted. If a supplier seeks to invoke a clause relating to a form of contractual relief that would allow them to suspend performance, such as force majeure, contracting authorities should first work with the supplier to amend or vary contracts instead. These variations could include changes to contract requirements, delivery locations, frequency and timing of delivery, targets and performance indicators etc. Changes to the original terms should be limited to the specific circumstances of the situation, and considered on a case by case basis.
- Contracting authorities should take a pragmatic approach. These discussions and any temporary changes agreed should be recorded. Contracting authorities should not accept claims from suppliers who were already struggling to meet their contractual obligations prior to the COVID-19 outbreak.

Appendix 2

Annex 2 – Adult Education Budget Covid19 Contingency Support to the end of the 2020/2021 Academic Year.

From the 1st April 2021 GMCA will return to aligning delivery to the Individualised Learner Record (ILR) data system and the wider claims process. GMCA's Performance Management processes will be reinstated from this point in line with the Devolved AEB Funding & Performance Management Rules Section 4. Throughout the meetings with each AEB provider the team ensured providers were aware of existing ILR flexibilities and what support / learning could already receive funding. Additional to these GMCA will:

- Provide access to further additional ILR flexibilities i.e. expanding AEB to fund other training e.g. Mental Health, home schooling for parents etc. through updated Funding & Performance Management Rules for 2020/2021;
- Give all AEB providers the opportunity to draw down a percentage of their allocation to cover costs relating to 'Covid-19 Learner Support', i.e. pastoral care, support for additional hardship funds etc.
- Open to providers the opportunity to submit a business case, up to the maximum of their funding allocation.

GMCA will work with providers to ensure the end of year final claim is completed which will include all fair and actual costs and will take in to account the payment processes for grant and procured.

- Grant-funded providers will not have their funds recovered after the year end. Funds in 2020/2021, which have been paid but not evidenced (using actual ILR, manual claims, business case), will be ringfenced. The intention will be to utilise these funds in addition to the allocations for 2021/2022, on targeted provision to meet local challenges, as agreed with GMCA.
- Procured providers will continue to be paid on actual for 2020/2021. Where providers have not spent their full allocations, GMCA will carry over any underspend in to 2021/2022. The intention will be to utilise these funds in addition to the allocations for 2021/2022, on targeted provision to meet local challenges, as agreed with GMCA.
- GMCA will expect that any funds ring-fenced as outlined above will need to be spent in the 2021/2022 academic year and will not be rolled over in to 2022/2023. It will be intended to offer targeted support to respond to the ongoing impacts and inequalities caused by Covid-19.

GMCA will in addition to the above arrangements support those providers who over deliver in 2020/2021, based upon the actual ILR, and manual claims at the end of year final reconciliation. This will be a similar approach to the ESFA's 3% over delivery, which GMCA will confirm, prior to the year end.

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GREATER MANCHESTER COMBINED AUTHORITY

Date: 26th March 2021
Subject: Troubled Families Funding
Report of: GM Mayor, Andy Burnham

PURPOSE OF REPORT:

The report provides an update on the position of the Troubled Families funding for 2020/21 and 2021/22.

RECOMMENDATIONS:

The GMCA is requested to:

1. GMCA are recommended to agree the allocation of Troubled Families funding for 2020/21 to all GM districts in line with the previously agreed process,
2. GMCA are recommended to note the announcement of a further years funding for the Troubled Families Funding for 2021/22.

CONTACT OFFICERS:

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Jacob Botham – Jacob.Botham@greatermanchester-ca.gov.uk

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Implications:

The Troubled Families Programme works with families from a diverse range of background and communities. Every effort is made to ensure that support offered to families reflects their specific needs and circumstances.

Climate Change Impact Assessment and Mitigation Measures –

N/A

Risk Management:

Delivery of the Troubled Families programme is overseen by local audit teams working to a common GM audit framework that reports to the GMCA Audit team.

Legal Considerations:

N/A

Financial Consequences – Revenue:

N/A

Financial Consequences – Capital:

Failure to approve release of funding would directly impact on funding currently being used by Local Authorities to provide early help services to families and support service transformation. This would have an impact on Local Authorities to work with their allocation of families and meet the minimum requirements of the national Troubled Families programme.

Number of attachments to the report: 0**Comments/recommendations from Overview & Scrutiny Committee**

None

BACKGROUND PAPERS: None

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

1. INTRODUCTION/BACKGROUND

- 1.1 In 2017 central Government and GMCA reached an agreement that Greater Manchester would operate outside the national financial framework for the programme and that GM would receive the totality of its allocation of funding through the GM Reform Investment Fund rather than operating under a payment by results arrangement. The main driver for this was that with more upfront funding would better enable GM to drive service transformation whilst still delivering on the requirements of the national programme. In line with the agreement GM provides evidence around the appropriate use of funding and performance on an annual basis as part of an agreed assurance process.
- 1.2 At the start of 2020/21 GM Local Authorities were allocated a total of £10,772,320 on the understanding that GM would collectively work with a total 6,263 families. In recognition of the immediate impact of Covid-19 lockdown some referral routes this figure was revised to a target of 4,697 families in line with the rest of the country.
- 1.3 The information in this report seeks to provide a summary of the position across GM in relation to use of Troubled Families funding, the response to Covid-19 and performance. It is based on a combination of information provided to GMCA through the completion of a standard template by Local Authorities and data / intelligence held or compiled by GMCA.

2.0 USE OF TROUBLED FAMILIES FUNDING IN 2020/21

2.1 All GM Local Authorities have recently submitted information relating to their use of Troubled Families funding over the past 12 months. This included details of any significant changes from what was described in the most recent version of their investment plan (that was last updated in January 2020), the development of their local early help offer and further details relating to their response to the Covid-19 pandemic. In summary

- Most districts have spent the funding as planned at the beginning of 2020
- There is variation in the extent to which funding is being used to cover the direct costs of services versus enablers – driven by a range of factors including levels of funding, where TF funding sits alongside alternative sources of funding and current priorities in the district.
- Some areas have increased capacity of their core early help teams in order to support more families either through more direct investment or through restructures.
- Most GM districts are positioning the ‘team around the school’ model as a central part of their early help offer.
- There are examples of TF funding being used to tackle issues that have been exasperated by Covid-19 particularly additional investment in roles designed to help families experiencing domestic abuse.

2.2 Following a meeting with the Director of the Troubled Families Unit held in early February the Troubled Families Unit have now confirmed that Ministers have agreed that GM’s allocation of funding should be released.

3.0 PERFORMANCE

3.1 GM had a revised target to attach and achieve successful outcomes with 4,697 families. By the end of 2020 we had collectively identified and worked with 5,335 (114%) families and recorded successful outcomes for 4,163 (89%) families. GM is therefore confident that we’ll be able to reach 100% of our target for 2020/21.

3.2 From our own evaluation of the Troubled Families cohort in Greater Manchester we continue to see positive results in relation the number of families that don’t escalate to need support from Children’s Social Care, with 59% of our families supported at Early Help level remaining at that level and 65% of families supported ‘stepped down’ to universal support level by the point at which the intervention ‘ends’.

4.0 THE IMPACT OF COVID-19

4.1 Covid-19 has impacted the delivery of Troubled Families programme in Greater Manchester on a number of levels:

4.1.1 **Families** – The full extent of the impact of Covid-19 on the lives of vulnerable families is still be realised but based on intelligence gathered over recent months issues around poverty, mental health, domestic abuse / family conflict are more pronounced. There is also evidence that there have been more requests for financial help/debt advice and practical support around food parcels for many families, a number of

whom may not have been previously known to services. We are continuing to build our understanding of the full impact of families and welcome the opportunity to work with Government departments as this develops.

4.1.2 **Referral rates** – We have been tracking the pattern of Early Help referrals in GM over the last 12 months in an attempt to understand the impact of lockdown/school closures on demand for Early Help services. Given schools are an important source of referrals and early help assessments as might be expected we saw a downward trend in most districts in March 2020 as schools closed for the first national lockdown. The referral rate then started to rise again above typical for that time of year levels once schools re-opened. We are continuing to monitor demand for early help at both the local and GM level in order to understand the impact of the latest lockdown and demand for support more generally.

4.1.3 **Service Delivery** – Early Help services in GM have experienced many of the same challenges as other services including having to adapt to home working arrangements. With more limited options for face to face contact they have had to adapt quickly and move contact with some families online. There are mixed views around the impact of this with some citing improved engagement from some family members and others describing the additional challenges with building relationships, particularly for families that had only recently been identified for support. Notably most areas continued to carry out home visits for families that based on an assessment of risk and when it was deemed that this was required.

Most, if not all early help services were heavily involved / connected with the work of the community hubs that have been stood up across GM to support the response to the pandemic providing valuable intelligence or pro-actively engaging families identified as particularly vulnerable. The engagement of early help teams with schools has also been a critical part of the response.

4.1.4 **Delivery of the Troubled Families programme**

The pandemic has also impacted on a couple of areas related to GM arrangements for delivery of the national programme:

Completion of Troubled Families Audits – these are usually conducted on an annual basis by individual Local Authority Audit teams working to a common framework with responses then provided back to GMCA Audit team as part of our assurance process for the programme. This usually includes a mix of case reviews, data checks and discussions with operational staff, however the impact on the pandemic including remote working and diversion of audit resources has made this challenging to complete. We will be working with Troubled Families Lead Officers and local audit teams to progress the completion of the audits in the first part of 2021/22.

5.0 **FUNDING FOR 2021/22**

5.1 MHCLG have now confirmed that subject to assurances on use of funding and performance GMCA can expect to receive a further allocation of £10,926,200 Troubled Families funding in 2021/22 on the understanding that we collectively work with a minimum of 4,754 families. The table below provides details of the volume of

families each district will be expected to successfully engage in 2021/22 and the total funding it can expect to receive. In line with the current arrangements this funding is expected to be received towards the end of the financial year.

	Original allocation of families for Phase 2 of the programme	20/21 alloaction of families	21/22 alloaction of families	Revised total families for Phase 2 of the programme	Total funding for 2021/22	% of funding allocated to each area
Bolton	2,794	482	488	3,764	£1,075,962	9.85%
Bury	1,297	224	226	1,747	£499,472	4.57%
Manchester	8,023	1,384	1,401	10,808	£3,089,635	28.28%
Oldham	2,289	395	400	3,083	£881,487	8.07%
Rochdale	2,272	392	397	3,061	£874,941	8.01%
Salford	2,810	485	491	3,785	£1,082,124	9.90%
Stockport	1,903	328	332	2,564	£732,840	6.71%
Tameside	2,088	360	365	2,813	£804,083	7.36%
Trafford	1,213	209	212	1,634	£467,122	4.28%
Wigan	2,541	438	444	3,423	£978,532	8.96%
GM Funding					£440,000	4.03%
GM Total	27,230	4,697	4,754	36,681	£10,926,200	100%

6.0 CONCLUSION

6.1 The last 12 months have presented unprecedented challenges for both families and the services that seek to help support them. We anticipate increased demand for early help support in our communities over the next 12 months (from targeted services, universal services and other support networks) as families feel the impact of the economic and social harms created by the pandemic. Therefore more than ever it is important that families can get the type of help they need as early as possible. GMCA will continue to work with GM Districts to drive improvement of our early help offer, create the space for us to share practice and make the best use of data. Alongside colleagues in the Troubled Families Unit we will also continue to make the case for continued and more sustainable funding for early help services over the next few years.

Date: 26th March, 2021

Subject: Culture Recovery Plan, 2021-2022

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

PURPOSE OF REPORT

In February 2020, GMCA agreed the two-year GM Culture budget, which included £3.5m a year support to 35 cultural organisations from across Greater Manchester and £270k p/a to support strategic activity that delivers the ambitions outlined in the Greater Manchester Culture Strategy that cannot be delivered by a single organisation.

In March 2020 cultural organisations in Greater Manchester closed their doors as a result of COVID-19 national lockdown. While many managed to deliver activity during lockdown and beyond, the sector nationally and across Greater Manchester continues to be in a precarious position, with many still unable to open venues and operate and most unable to generate earned income, vital to the long-term sustainability of the sector.

While it has been a challenging year for one of the sectors hit hardest by the pandemic, significant activity has taken place that has supported our people and places through the first year of the pandemic. This activity is outlined in detail in Appendix A.

As the rollout of the vaccine continues apace, this report outlines how we will work with the sector and partners across Greater Manchester to emerge from the pandemic and contribute to the wider national and local recovery and presents for agreement a draft GM Cultural Recovery Plan (Appendix B).

RECOMMENDATIONS:

The GMCA is requested to:

1. Note GM and national activity to date
2. Discuss and agree draft GM Culture Recovery Plan.

CONTACT OFFICERS:

Marie-Claire Daly, Principal Culture and Creative Policy, GMCA
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Equalities Implications:

Several measures outlined in the Culture Recovery Plan 2021-22 have been specifically developed to increase access to opportunity and culture for those from protected character groups. A separate equality impact assessment will be undertaken as a delivery plan for this work is developed.

Climate Change Impact Assessment and Mitigation Measures –

Increased efficiencies around equipment purchase and hire through partnership working and digital solutions included in the paper have potential to mitigate any concerns around negative climate change impacts and all GMCA Culture fund grant recipients committed to green growth as part of two-year funding agreements.

Risk Management:

Risk to investment is monitored on a quarterly basis as part of payment release conditions.

Legal Considerations:

N/A

Financial Consequences – Revenue:

Plan to be delivered within resource committed by GMCA in February 2020.

Financial Consequences – Capital:

Plan to be delivered within resource committed by GMCA in February 2020.

Number of attachments to the report:?

- 1. Appendix A – Our Year In Review*
- 2. Appendix B – GM Culture Recovery Plan*

BACKGROUND PAPERS:

TRACKING/PROCESS		[All sections to be completed]
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		Please state the reason the report is exempt from call-in
GM Transport Committee	Overview & Scrutiny Committee	
[Date considered at GM Transport Cttee if appropriate]	[Date considered by the relevant Overview & Scrutiny Committee]	

- 1.1 Since lockdown began in March 2020, the GMCA Culture Team has been working to support the sector, working with organisations in the GM Culture Portfolio, supporting digitally excluded residents through the Creative Care Pack project and entertaining and raising more than half a million pounds for the sector through United We Stream.
- 1.2 While the year has been challenging for cultural organisations, artists and freelancers, the sector has shown real resilience and government support schemes like the Job Retention Scheme and the Culture Recovery Fund has meant that GM hasn't yet seen the scale of closures or redundancies expected earlier in 2020. There are still significant challenges ahead, however, as much of the sector in Greater Manchester has been able to generate earned income for almost a year. The challenge is particularly acute for freelancers in the sector who have been unable to access government support to date.
- 1.3 As the rollout of the vaccine continues apace, and with the cautious roadmap to unlocking announced by the Prime Minister in late-February, it is expected that many organisations and individuals within the sector will be able to start operating in a recognisable, if changed way, from late Summer 2021. Budget announcements, around further Culture Recovery Funding and recognition of the role of the sector in the national recovery. The GM Culture Recovery Plan 2021-2022 has been drafted to support organisations through Q1 and Q2 2021/2 so they can contribute to our national and local recovery as restrictions ease.

2. IMPACT ON THE SECTOR

- 2.1 In February 2021, the Creative Industries Federation released a report highlighting the impact on the sector so far;
 - Since the start of the pandemic, 63% of respondents have seen their turnover decrease by more than half, with creative freelancers seeing the biggest drop in revenue.
 - Three quarters of those working in areas dependent on live audiences have seen a drop in income of more than 50% since the pandemic began.
 - Freelancers and those based outside of London have been among the hardest hit:
 - Freelancers were 20% more likely than organisations to have seen a drop in income of 75% or more since the pandemic began.
 - Respondents outside of London were 8% more likely to see decreases in turnover of more than 75%.
 - Whilst half of respondents said that they had been able to deliver a small number of activities online, 80% said that digital activities had only delivered a little income (34%) or not delivered any income at all (47%).
 - Outside of London, respondents were 39% more likely to be unable to deliver activities online and 28% more likely to say that new digital activities have been unable to deliver any income.

- 2.2 While data is not available to city-region level, as Greater Manchester is the second largest creative cluster in the United Kingdom and the creative industries identified as one of the four growth sectors in the Independent Prosperity Review prior to the pandemic, the potential impact on the economy of Greater Manchester is significant.
- The Visitor Economy in Greater Manchester is worth £2.6bn GVA p/a and supports 105,000 jobs.
 - The Digital and Creative Industries in Greater Manchester are worth £4.4bn GVA p/a and supports 78,500 jobs
 - Pre-pandemic, Arts Council England and National Lottery Heritage Fund invested more than £40m p/a in Greater Manchester.
 - Organisations in Greater Manchester accessed more than £37m from DCMS's Culture Recovery Fund, additional to that annual investment amount.
 - Music alone contributes £169m p/a to the economy of Greater Manchester
- 2.3 As we begin to emerge from the pandemic it is vital that we support the organisations and individuals who make such significant contribution to our economy and, importantly to the vibrancy of our town and city centres, our global reputation, and the health, wellbeing and happiness of our residents.

3. ACTIVITY TO DATE

- 3.1 A full report, on activity delivered in 2020/21 by the GM Culture Portfolio and with GM Culture Strategic Funds and Great Place funding is attached (Appendix A). The majority of GMCA cultural investment goes to the GM Culture Portfolio (84%, Portfolio, 13% Strategic funding, 3% programme management). The portfolio comprises 35 organisations, based in every district of GM.
- 3.2 Activity undertaken by the GM Culture team in 2020/21 included

Renegotiated contracts with 35 GM Culture Portfolio recipients, focussing deliverables in four priority areas;

- Supporting individual artists and freelancers;
- Providing cultural activity for communities hardest hit by COVID-19;
- Providing opportunity for young people in Greater Manchester; and
- Reduce inequality in the cultural sector, with a particular focus on BAME and working class artists and professionals.

GM Covid Commissions – 60 individual grants of £500, providing musicians, poets, illustrators, artists, writers and designers with vital funds and creating an archive of work that documents the first few months of lockdown.

United We Stream – from its first show on April 3rd, 2020 to the final show of the year on New Years’ Eve, 2020, United We Stream produced 308 hours of live content, amassed more than 20 million global views in more than 150 countries, provided a platform for more than 448 artists and cultural organisations and raised £583,300 for 130 cultural organisations and individuals affected by the pandemic and supported 30 charities including Nordoff Robbins and Manchester Mind.

Publication of the GM Night Time Economy Recovery Blueprint and establishment of the Night Time Economy office, providing advice and support for NTE businesses impacted by the pandemic.

Since the start the pandemic, Greater Manchester’s Great Place project has delivered a significant amount of activity. This has included Old Frame New Picture; a photography competition and billboard campaign to challenge narratives around ageing. Using supermarket billboards, this managed to reach an audience of 84,000 with 1.6 million impressions, even during lockdown. Creative Care Packs were developed in response to the pandemic and brought together 50+ cultural organisations, all ten local authorities and their community response hubs, the voluntary sector and more than 300 volunteers to develop and deliver more than 50,000 packs of creative activities, ideas and materials to digitally excluded residents in GM, including school children, young adults and older residents.

- 3.2 This activity was delivered alongside significant local and national advocacy for the sector, regular consultation with artists, organisations and regional and national stakeholders, and leading national and local policy discussions around culture and NTE with politicians, APPGs, universities and think tanks.

4. GM CULTURE RECOVERY PLAN

- 4.1 As the roll-out of the COVID-19 vaccine continues apace, it’s looking likely that the cultural sector in Greater Manchester will be able to open and operate physically in some way, gradually, from Summer 2020. By Autumn, 2020 it is expected most of the sector, from theatres and music venues, to festivals, museums and galleries, will open in some way, albeit with a reduced or blended programme. The draft GMCA cultural recovery plan is drafted with that in mind, supporting organisations, businesses and individual artists, freelancers and creatives until the sector can start to operate in a more recognisable, if forever changed, way.
- 4.2 The cultural and creative sector has a huge role to play in the recovery of our economy, high streets and town centres, increasing consumer confidence and growing national and international reputation and, equally importantly, in Greater Manchester’s collective healing; from commemorating, marking and trying to make sense of the events of the past year, to supporting our residents’ physical and mental health, providing educational opportunities for our young people and bringing people together, as a community again.
- 4.3 As we emerge from the Pandemic, we need to properly recognise the significance of cultural volunteering in Greater Manchester. The GMCA Culture team will work

with the VCSE sector, cultural organisations and existing volunteer networks to investigate the best way to support sustainable volunteering, recognising the importance of volunteering to physical and mental health, skills development and intergenerational skills exchange, talent pathways and the sustainability of many cultural and heritage organisations across our city region.

- 4.4 Another priority during this period will be making the most of shared experience, resource and networks, especially in relation to marketing and audience development and formal and informal education. The Team will work with cultural organisations across the conurbation to share audience intelligence and insight and develop shared, thematic 'seasons' of activity, communicating clearly with GM residents about activities on offer across Greater Manchester. GMCA will also work with Arts Council England, Curious Minds and Local Education Partnerships to support young people in any attempts to increase wellbeing support and/or catch-up with education missed as a result of the pandemic, supporting national programmes expected to take place throughout the summer holidays.
- 4.5 Without action to support cultural organisations, businesses, collectives, freelancers and creatives through Q1 and part of Q2, they will be unable to undertake the necessary actions required in Q3 and Q4, where GMCA's continued investment and support for the sector throughout the pandemic will begin to bear visible fruit, as the cultural sector in GM recovers faster and in a more equitable way than other areas where support has not been so forthcoming. This recovery builds on the GM Culture Recovery Plan 2020/2021 and complements the GM Night Time Economy COVID-19 Recovery Blueprint, developed and delivered by the GM Night Time Economy office and GM Night Time Economy Adviser Sacha Lord.
- 4.6 The GMCA Culture Team will continue to work with local authorities on the development of Creative Improvement Districts as set out in the current Cultural Recovery Plan and the Night Time Economy Blueprint – looking to the cultural and creative sector to support town centres and high streets to thrive by diversifying the range of uses and activity, and the re-purposing of buildings and spaces for cultural and creative use.
- 4.7 Activities outlined in the culture recovery plan (Appendix B) will be delivered within already committed budget, as part of the Cultural Fund two-year settlement agreed by GMCA in February, 2020, though some partnership funding will be sought to increase reach and maximise impact of some strands of strategic activity.
- 4.8 This plan will be delivered by and with the 35 organisations in the GM Culture Portfolio, by each of the 10 local authorities that make up Greater Manchester, with strategic partners including Marketing Manchester, GM Health and Social Care Partnership, Arts Council England, National Lottery Heritage Fund and Historic England and a whole host of cultural organisations and individuals from across the city region.

5. RECOMMENDATIONS

5.1 The recommendations can be found at the front of this report.

GM Culture Fund 2020-2022

Organisation name	2 Year Total
The Halle	£1,498,340
People's History Museum	£817,940
GM Arts	£612,000
Royal Exchange Theatre	£438,680
Old Courts	£400,000
Quays Culture	£380,000
HOME	£273,800
Octagon Theatre	£214,400
Oldham Coliseum	£204,860
Contact	£194,000
Manchester International Festival	£180,000
Art with Heart	£165,712
The Turnpike	£121,500
Manchester Camerata	£109,600
Company Chameleon Dance Theatre	£108,900
The Met	£100,000
Z-Arts	£99,500
Wigan STEAM CIC	£99,000
MancSpirit	£89,512
Arts for Recovery in the Community	£80,000
Global Grooves	£80,000
Walk the Plank	£80,000
Manchester Literature Festival	£80,000
Manchester Jewish Museum	£70,000
Centre for Chinese Contemporary Arts	£70,000
English Folk Expo	£70,000
Cartwheel Arts	£60,000
Manchester Pride (Superbia)	£60,000
Manchester Jazz Festival	£59,048
Manchester Histories	£50,000
Comma Press	£49,394
Brighter Sound	£29,088
Gaydio	£26,000
Music Action International	£25,160
Sheba Arts	£20,000
Programme Management	£140,000
Strategic Funding	£540,000
Total	£7,696,434*

*£920,048 invested in Social Impact organisations over the two years, inc GMCVO, Greater Sport, Waterside Adventure Centre and Proud Trust

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OUR YEAR IN REVIEW

GM CULTURE 2020/2021



GM CULTURE

The majority of GMCA cultural investment goes to the GM Culture Portfolio (84%, Portfolio, 13% Strategic funding, 3% programme management).

This report outlines activity undertaken by the GM Culture and Night Time Economy teams, as well as highlighting activity delivered by the GM Culture Portfolio of 35 organisations, between April 2020 and March 2021. This is just a snapshot of activity delivered throughout the year.

Despite significant challenges faced by cultural, creative and night-time economy businesses, artists and freelancers, the sector in Greater Manchester has shown huge resilience and compassion, not just keeping going, but proactively supporting and entertaining our residents throughout the year.

UNITED WE STREAM

One of the biggest projects developed and delivered by the GM Culture and Night Time economy teams during the pandemic was United We Stream. From its first show on April 3rd, 2020 to the final show of the year on New Years' Eve, 2020, United We Stream produced 308 hours of live content, amassed more than 20 million views, provided a platform for more than 448 artists and cultural organisations and raised £583,300 for 130 cultural organisations and individuals affected by the pandemic and supported 30 charities including Nordoff Robbins, Manchester Mind, Manchester Cladiators and the GM Mayor's Charity, supporting rough sleepers.

The project was instigated by GM Night Time Economy Adviser Sacha Lord and GM Mayor Andy Burnham was developed and delivered by GMCA Culture, Night Time Economy and Comms departments alongside digital media and creative production company Badger and Combes, PR Firm LG Publicity, The Met in Bury and a host of media and corporate partners.

The power of culture, to bring people together and reduce feelings of isolation was demonstrated in the thousands of messages from our audience telling us how important UWS was in feeling connected to people throughout the pandemic. Our audience numbers and levels of engagement on social media are testament to people's desire to feel part of a community. We provided moments of joy that lifted peoples' spirits and reminded people of better times in the most challenging of years. The impact of the incredible artists and organisations we worked with, in providing those moments of joy, helping people feel connected and raising money for those in need is a true demonstration of the collective power of culture. Audiences reached by a core team of six during this nine-month project would have filled Manchester Arena 1000 times. Talent from Greater Manchester was given a global platform, with shows streamed in more than 150 countries around the world, keeping Greater Manchester culture on the global stage while our physical stages were closed.

The project has already won a number of awards, including Prolific North – Social Media campaign and Digital Campaign of the Year, Global Content Awards – Charity/Not For Profit Content Campaign of the Year and Northern Digital – Best Digital Marketing Campaign.

‘You have created a platform that is not only spreading a public health message but also bringing joy at a time when it is seriously needed – not just those watching at home but also those performing. Lockdown has been so tough but performing on UWS has really helped me’

‘Everyone involved has been incredible. You lifted us up during some of our lowest points of 2020 and it felt like community. Thank you for that.’

‘You have been my saviour through 2020 and have kept me dancing in my kitchen’

‘You’re making me feel less alone. Thank you UWS, I love you’

‘UWS will be remembered as a cultural event with every bit as much resonance as the summer of love. Brilliant’

UWS ARTIST LIST

3 Muses	Chloe Foy	Giant Rooks	Jordan Lee	Lucy Deakin	Nile Marr	Shay Rowan
A Certain Ratio	Chris Donnelly	Gina Breeze	Jose Dias Quartet	Lucy Scott	Nishla Smith	Shifting Spheres
Aalice	Chris Jam	Glass Caves	Josh Connolly	Luke Unabomber	Nodding Dog	Shirley May
Abbie Ozard	Chris Maude	Glue 70	Josh Widdecombe	Madchester	Norman J	Simon Donohoe
Abena	Chris Payne	Gong Bath	JSKY	Maja Bugge	Not Bad For A Girl	Simon Woods
Ad Hoc Dave	Clint Boon	Graeme Park	Julie Wells	Mali Hayes	Not Quite Light	Skeltr
Afriquoi	Cold Cave	Greg Wilson	Justin Eagleton	Manchester Camerata	Nothing But Thieves	Skiddle
Aitha Chaudry	Contact Young Identity	Grimm Twins	Justin Moorehouse	Manchester City Of Literatu	NTS	Solardo
Al and Al	Corrie Stars	Hacienda	Justin Robertson	Manchester Cladiators	Nutters Restaurant	Sonice
Al Baker	Crazy P Soundsystem	Hacienda Classical	Karen Harding	Manchester Food and Drink	Olivia Moore	Sophie Sviensson
Alan Carr	Criss Nicksson	Hanz	Karen McBride	Manchester Jazz Festival	One Tree Island	Soul Central
Alberto Mombelli	d.clemente	Harriet Dyer	Katbrownsugar	Manchester Mind	Ordinary Friends	Stanley Chow
Alex Casa	Damani Dennisur	Hattie Pearson	Kate Lowes	Manchester Pride	Paul Hartnoll	Stealing Sheep
Allister Whitehead	Dan Nightingale	Head For The Hills	Kate Robbins	Manchester Queens	Paul Husband	Stephen Morris
Amy Burdon	Danny Beard	Headstock Festival	Kath McDermott	Manchester Survivors Choir	Paul Oakenfold	Steve Rotherham
Amy Coney	Danny Tenaglia	Henge	Keisha Thompson	Mancsy	Paul W Dixon	Sticky Heat
Andrea Trout	Dave Gorman	Herbie Saccani	Kelli-Leigh	Mandla Rae	PBR Streetgang	Stone Icon
Andrew Nutter	Dave Haslam	Herbie Scani	Kelly Wood	Marco Gianni	Perisu	Stretford Food Hall
Andy Burnham	Dave Viney	Herbivorous	Kevante A.C Cash	Mark Birchall	Pete Obsolete	Stuart Barkley
Andy Scott	David Blake	Hermanito	Kevin Saunderson	Mark Lanegan	Peter Hook	Stuart Hadfield
Angela Hartnett	David Fox	Hewan Clarke	Kiana	Mark Reeder	Peter Saville	Sub Sub
Anna FC Smith	David Gleave	Hidden	Kiana	Marketing Manchester	Peter Walsh	Suddi Raval
Anthony Mulyran	David Kam	Hidden Gems Quartet	Killing No-One	Martin Loose-Cuts	Phuture	Sufrageette City
Antony Barkworth	David Morales	High Hoops	Kim Catrall	Martin Moscrop	Pippy Eats	Take Me To Church
Archipelago	David Morales	Hits Radio	Kirsty Almeida	Mark XTC	Pixie Lott	Tampoppo
Argh Kid	Dean McCulloch	Homoelectric	Kit Downes	Marvin Jay	Prospa	Tamsin Embleton
Arron J Dean	Debra King	Hong Kong Ping Pong	K-Klass	Mary-Ellen McTague	Qubek	Tez Ilyas
Art Battle Manchester	Dev C	Horse Meat Disco	Kodaline	Massey	Rachel Fairburn	Thanda Gumede
Arthur Baker	Diving Station	House Gospel Choir	Korzi	Matty White	Rachel Stockley	The Beat
Atike	DJ Black Betty	House Of Ghetto	Krafty Kuts	Maurizio Cecco	Rainbow Noir	The Black Madonna
Auntine Anna P	DJ Brace	Husk	Krisko	Maxine Peake	Ralph Little	The Creameries
Aurie Styla	DJ Caino	Inner City	Krystal Klear	MC Finchy	Randolph Matthews	The Hinchcliffe Arms
Baba Youngblood	DJ Danny Mac	Isiah Hull	Kwasi	Meat Free	RebeccaNever Becky	The Killers
Bad Fun	DJ Harvey	Izzy Bizu	La Discotheque	Meduula	Red Rack'Em	The Met
Badly Drawn Boy	DJ Jake Slater	J Casa	Lady Beige	Mel C	Red Saunders	The Mouse Outfit Soundsystem
Baked A La Ska	DJ Kenty	Jack Curley	Lady Ice	Melanie C	Reece Williams	The Other
Baratxuri	DJ Kyle	Jack Whitehall	Lancashire Hotpots	Melanie Williams	Ren Harvieu	The Slow Readers Club
Basilico	DJ Obeka	Jackie Kay	Lapsley	Mi Gusta	Rich Reason	The Soul Twins
BB	DJ Paulette	James Bay	Lara Jones	Micky Finn	Richard Davis	Third Man Productions
Beardyman	DJ Pierrer	James Fry	Larkins	Mike Garry	Richy V	Tim Spector
Bec Hill	DJ Woody	James Greenwood	Larkins	Mike Hall	Ricky Hatton	Todd Terry
Becky Hill	DJ Woody	James Hall	Lauren Pattinson	Mike Joyce	Riot Jazz	Tom Harris
Ben Cottrell	Doves	James Lyons	Lee Ridley	Mike Tracey	Rita Ora	Tom Wainwright
Bernard Sumner	Dr Radha	Jamie Bull	Lenny Fontana	Mike Tracey	Rob Da Bank	Tom Wainwright
Bethany Black	Dub FX	Jardel Rodrigues	Leo B Stanley	Mikey Donn	Rob Kerford	Tom Woodward
Bez	Eat Well Manchester	Jason Singh	Levi Love	Mix-Stress	Rob Owen-Brown	Tony Ashworth
Big Daddy Kane	Ed Kaniek	Jay Taylor	Lewis Wright	MLO	Rob Tissera	Tony Humphries
Bill Brewster	Elbow	Jay Wearden	Liam Brownie	Moby	Robyn March	Tony Husband
Black Eyes	Elephant Sessions	Jaye Ward	Liam Eshghi	Mooving Festival	Roger Sanchez	Tony Walsh
Black Pride	Elixir Nicholson	Jazzanova	Liam Frost	Mr B The Gentleman Rhym	Roger Shelley	Tony Walsh
Blok Presents	Ella Otomewo	Jenna G	Liam Gallagher	Mr Scruff	Roisin Murphy	Trust A Fox
Blue Rose Code	Emily Capell	Jennifer Hardy	Liimo	Mr Scruff	Roma Havers	Ubunye
Brandon Bloc	Emily Gilhespy	Jenny Ryan	Limbo Radio	Mr Vast	Ross Parker	Vince Vega
Brandon Flowers	Erol Alkan	Jesca Hoop	Lisa Allen	Mr Wilson's Second Liners	Roy Davis Jr	Vzion
Bright Light Bright Light	Faithless	Jill Furmanovsky	Lisa Godwin	Mr Wilson's Second Liners	Russel Kane	Walk The Plank
Brighter Sound	Fat Pride	Jim Salvesson	Logan and Wilcox	Mystique	Saf	Warren Jackson
British Culture Archive	Fat Tony	Jim Stanton	Lone Lady	Nasima	Salvis	Werkha
Cameron Brown	Faye MacCalman	Joe Motion	Lost Control	Nasima Bee	Sam Fischer	Wes Eisold
Capital FM	Fleetmac Wood	Joel Corry	Lost Voice Guy	Natalie McCool	Sarah Heneghan	WiggleDance
Carl Craig	Francine Luce	John Bramwell	Lottery Winners	Nemone	Sarah Tandy	Will Tramp!
Carl Kennedy	Funkademia	John Helliwell	Louie Vega	New Order	Save Our Scene	XS Manchester
Casa House Party	Gareth Brooks	John McGuinness	Louise Redknapp	Nick Kagame	Scruff of The Neck	Yaatri
Catherine Tyldesley	Gary Usher	John Thompson	Louise Wallwein	Nicole May	Shamshad Khan	Yoga Rave
Ceow	George King	Johnny Ball	Lovebirds	Nigel Cludlas	Shari Denson	Yohan
Chande	Georgia Meek	Jon Dasilva	Lovebreak	Nigel Turner	Sharples	Yousef
Cheddar Gorgeous	Georgina Robinson	Jon Richardson	Lovescene	Night & Day	Shaun Ryder	Zoe Ball

GREAT PLACE PROJECT

Through Great Place funding provided by Arts Council and National Heritage Lottery Fund, Greater Manchester has established new collaborations between the cultural, voluntary and health sectors, exploring new ways to improve the health and wellbeing of residents. This includes creative approaches to children and adolescent mental health, creative social prescribing, the wellbeing of LGBTQ older people in the housing sector and cultural activism and volunteering as a way to combat social isolation in older people through the Culture Champions programme.

One of the principal findings from the action research element of the Great Place programme has been to identify the health sector as a key partner in the drive to diversify and increase audiences and participation for arts and culture. Research by Manchester Metropolitan University has confirmed Greater Manchester's position as a national lead and potential worldwide reference in the field of Culture, Health and Wellbeing and made recommendations as to how this can be maintained and built upon.

During the first lockdown in March 2020, GMCA, project partners and the Great Place project manager were able to replan the Great Place programme to continue during restrictions. Subsequent lockdown in GM (autumn/winter 2020) and the national lockdown in January 2020 made it impossible to deliver against this new plan. We have again replanned the programme to be Covid safe; that is, it can be delivered under Covid restrictions. The exception to this is the largescale project Cap & Dove which is reliant on local authorities permitting public gatherings.

Since the start of Covid-19, Great Place has delivered a significant amount of activity, some as part of the original programme plan as some as a response to the pandemic. This has included Old Frame New Picture; a photography competition and billboard campaign to challenge narratives around ageing. Using supermarket billboards, this managed to reach an audience of 84,000 with 1.6 million impressions, even during lockdown. Creative Care Packs was developed in response to the pandemic and brought together more than 50 cultural organisations, all ten local authorities and their community response hubs, the voluntary sector and more than 300 volunteers to develop and deliver more than 50,000 packs of creative activities, ideas and materials to digitally excluded residents in GM, including school children, young adults and older residents.

There is also a significant amount of activity that was unable to be delivered in its planned format, due to restrictions in place across the city region and before September, 2021, we will deliver this activity in a Covid safe manner. This includes This Place of Mine; a partnership with FutureEverything and young people in Beswick, Stalybridge, Oldham, Leigh and Rochdale to co-imagine the future of our high streets and town centres through digital art, culture and creativity; Back in the Closet; exploring homophobia in older person's residential schemes in partnership with housing associations and LGBT Foundation and Escape Room; an immersive theatre experience co-created with and for autistic young people in partnership with Libraries GM.

NIGHT-TIME ECONOMY

As well as instigating and delivering United We Stream, the GM NTE team spent the year supporting businesses throughout Greater Manchester, convening and supporting the GM NTE Recovery Taskforce, hosting webinars to help with specific issues affecting the sector including licencing, mental health and making premises covid-secure.

The team liaised with key national and local partners including the Night Time Industries Association, UK Music and various government departments to advocate for the sector, leading national conversations around appropriate support for the sector.

In November 2020, the Night Time Economy Office, led by Night-Time Economy Adviser Sacha Lord published the GM Night Time Economy Recovery Blueprint, The blueprint details for priorities for local government support for the sector. Focuses will include lobbying of central government on the industry's behalf, support for businesses to adapt and diversify in new trading conditions, and mental health support for workers in the sector.

The night-time economy supports 33% of Greater Manchester's workforce, and over the last 20 years growth in the sector has outpaced the wider economy in the city-region, however, workers are disproportionately low-paid compared to the wider economy. The sector has also been disproportionately hit by Covid-19 restrictions, with 90% of night-time businesses closed during lockdown, and a larger proportion of jobs in Greater Manchester are in 'shut-down' sectors compared to other UK regions.

In February 2021, the team launched the Night Time Economy Office, a resource for organisations and individuals within the night time economy, offering bespoke support and signposting to guidance and funding opportunities to support the sector through this challenging time.

The Night Time Economy team has been piloting GM's Creative Improvement Districts, a way of working with districts across Greater Manchester to support culture-led regeneration of our high streets and town centres. This has culminated in a part-time secondment to Oldham Council to help embed principles and deliver activity on the ground.

OTHER STRATEGIC INVESTMENT

In March, GMCA Launched GM Covid Commissions—individual grants of £500, providing musicians, poets, illustrators, artists, writers and designers with vital funds and creating an archive of work that documents the first few months of lockdown. 60 artists were supported and the submissions provided focus and funds for artists in GM and received critical acclaim, with airplay on Guy Garvey's BBC 6 Music Show and publication in Caught By The River.

'I want to thank you, as by giving me the chance to make the commission, you showed me that I was able to do something so big and quite scary. Since this happened, I have finally opened an online shop and I've already had orders! My life is really changed for the best'.

Gm Strategic funding was also used to support a variety of projects and partnerships, including Bury Town of Culture, the Creative Ageing Development Agency, Low Four, The North Will Rise Again, Ripples of Hope Festival, Marketing Manchester, GW Theatre and Chat Moss.

GM CULTURE PORTFOLIO

Art with Heart

During 2020/21 Salford-based Art with Heart used GMCA funding to engage with more than 51,000 residents. They were one of Arts Council England's top cultural picks of 2020 and provided work for 63 freelancers 88% of which have identities listed under the Equality Act 2010.

They hosted training, webinars, artist brew days and mentoring to more than 856 artists and creators in Greater Manchester. They paired five artists with 25 digitally excluded GM elder residents, facilitating more than 150 hours of creative conversations that resulted in a portfolio of co-created films and poems. To mark the 10th anniversary of the Equality Act 2010, a team of 18 GM artists all protected under the act explored if 'protection' is enough and what was need to have a more equal society in a post-pandemic world in a podcast. They hosted confidence boosting, resilience workshops for children to explore and feel safe, comfortable and understand their ADHD and supported 11 working class freelancers living and working in GM to create new work and develop their skills.

Arts for Recovery in the Community

Arc is an arts organisation based in Stockport that serves communities across GM. through workshops, exhibitions and participatory arts projects to explore the links between creativity and wellbeing.

With ongoing funding from GMCA, Arc was able to transform its creative wellbeing programmes to online/remote delivery model and continue offering a lifeline to people experiencing mental ill health throughout 20/21. The team worked intensively with over 121 people experiencing serious mental health challenges. They also engaged a further 280 people from the community in online creative wellbeing courses, and had more than 2,000 people accessing online resources from Tameside and Trafford to Moscow and Texas! The Young People's Arc programme continued to support children, teenagers and families who were already particularly vulnerable and a new scheme, Culture Buddies supported older isolated people in Stockport through mailart.

'This experience has been life changing for me, it's been amazing, I have had so much support and have really enjoyed connecting with the other mums...I feel very thankful'
Participant in project for women experiencing perinatal depression.

"I attended Arc after I was discharged from hospital for my mental health. Arc gave me structure for the week which is something I struggle with... I'm still doing regular sessions and I love the #KeepingUsTogether online activities." Adult participant.

Brighter Sound

Manchester-based music charity Brighter Sound continued to provide opportunity for established and aspiring musicians from Greater Manchester. Activity delivered included a free programme inviting women and non-binary people to build a vision of what their career in music can be, recognising the significant gender imbalance in the music industry.

Brighter Sound also ran online music sessions for young people aged between 13 and 19, encouraging them to explore new ways to make music, and/or looking at music as part of their future career. They supported creative practitioners from across Greater Manchester with a series of online workshops around themes of health and wellbeing.

Bury Met

The Met has worked hard during lockdown to look after its customers and communities by staying as accessible as possible for those who need it most. But the venue has combined local support with global reach as base for GMCA's United We Stream project.

Groups like Bury Youth Theatre and The Met's disability arts groups Met Express and Aiming High have been supported to move online to maintain creative and social links. The building had been made safely available for those unable to participate online whenever restrictions have allowed. The groups have been able to share work and recruit new members as creativity and sociability have become ever-more important in people's lives.

The Met has been lucky to keep its stages and studio alive with music and collaboration as plans for digital development hit fast forward during lockdown. As the production hub for United We Stream The Met was been seen by millions worldwide during 2020, hosting live bands, epic DJ sets, poetry and comedy. With Bury as the inaugural GM Town Of Culture The Met has been able to collaborate with Manchester City of Literature, Manchester Jazz Festival, Contact Theatre, Manchester Camerata, Headstock Festival and many more creative organisations across the city region to raise funds and share great art.

The Met's own digital work has included livestream gigs from the likes of The Slow Readers Club (who recorded their Top 20 album 91 Days In Isolation at The Met's Edwin St Recording Studios during lockdown) and The Lottery Winners. They have hosted artist conversations, shared the history of the building online and supported staff to learn a range of new skills that will help keep bringing music and creativity to new people. An ongoing programme of digital work to support independent and emerging musicians as lockdown eases will continue to reach new audiences.

The Met has also helped to create and commission new work from artists during lockdown, with the LGBT+ Arts & Culture network and Bury Town of Culture bursaries and in-kind support, and the newly-established Creative Case for Diversity group starting work on a hate crime awareness project.

Cartwheel Arts

Cartwheel Arts delivered worked tirelessly throughout the pandemic using art to support disadvantaged and isolated residents in Rochdale. They delivered 6,000 family art packs across the borough, as identified by Rochdale Borough Council Equalities Team. Packs were delivered to schools and community organisations by Sky TV engineers volunteering in support of the community response.

Their Draw The Day programme, a 10 week online programme with storytelling and an interactive gallery supported asylum seekers and refugees in the borough to create 100 pieces of art.

"My daughter (who has Severe learning Difficulties and Autism) is loving the activities you are providing, including the story telling. I think what you're doing is brilliant...I cannot thank you enough!"

Centre for Chinese Contemporary Arts

Since the onset of the pandemic, CFCCA focused on new ways to engage audiences and support artists and communities, particularly those hardest hit by COVID-19. Their Dumpling Social Club for older residents of the Manchester Chinese community was rolled out online, extending its reach across GM for those at most risk of isolation while the Art of Volunteering provided professional development opportunities for over 30 unemployed GM residents.

They opened two exhibitions Multiplicities of Flux and Autopsy of a Home and moved other activity online to include a new digital residency programme and digital commissions strand. A highlight includes nineteen ways of looking an Instagram Opera by artist Jasmin Kent Rodgman which raised awareness of COVID-racism in SE Asian communities.

Comma Press

Throughout the pandemic, Comma continued to support emerging GM talent through various short story commissions and development opportunities. In partnership with Manchester Metropolitan University, it hosted a week-long creative writing conference aimed at aspiring authors across the North of England featuring workshops, pitching sessions and panels with industry professionals. It successfully transitioned its 12-week short story courses online (usually held in 7 cities across the North of England), and created bespoke events and workshops with cultural partners across the sector, including libraries, literature festivals and independent bookshops.

Comma also coordinated a short story prize with the University of Central Lancashire and developed a new series for its award-winning podcast, featuring several writers and academics from Greater Manchester. In order to support and engage local translators, Comma hosted Manchester-in-Translation, a series of talks and panels on the art of translation, as well as interactive workshops in some of the city's community languages (Urdu, Punjabi and Spanish). It also delivered various CPD workshops for independent publishers based in the North of England, with a focus on digital skills, and also co-ordinated a mentorship for aspiring publishers.

Company Chameleon Dance Theatre

Despite dance's dependence on close physical proximity, Company Chameleon continued to support artists and residents in Greater Manchester throughout 2020 and 2021. On a weekly basis, Company Chameleon created and shared high-quality online content. As well as continuing to create as a company they facilitated hundreds of online dance sessions and challenges, keeping Greater Manchester moving, inspired and entertained throughout many lockdowns.

Highlights of the year included a performance of Amaranthine at Greenwich & Docklands International Festival in London, the country's first dance festival since lockdown and their Digital Pro Class comprising 40 free classes over 8 weeks with a different teacher each day of the week.

Contact Theatre

Despite the challenges of Covid-19, in many ways Contact has never been busier. With additional/extension funding from several trusts and foundations, they have been able to keep most staff unfurloughed throughout, providing consistent delivery of their youth work. They were at the point of taking possession of their refurbished and expanded building in March '20 when the first lockdown struck, so moved all their youth programmes online, distributing laptops to young people lacking access (through support from Young Manchester). Those projects working with vulnerable young people - The Agency in North Manchester, music activity with Pupil Referral Units, and some of Contact's arts and health work - was able to continue face to face under National Youth Agency guidelines. In the summer they made the decision to move all public programming online, delivering a major programme of shows, festivals and events including: Our City Speaks, a United We Stream live spoken word event marking Black Lives Matter; commissioning young poets for Black History Month for CBBC Blue Peter; delivering Black Gold Arts Festival as a fully digital event in October; the Emerging Futures national youth leadership symposium; I Read Me: More Black Authors in Schools event; and Link Up, a series of GM LGBTQ+ artists' talks as a Queer Contact Festival trailblazer. Their family and schools festive show in December was a digital remake of previous Contact show The Forest of Forgotten Discos, written, directed and performed by an integrated disabled ensemble. Meanwhile Contact Young Company created a new show, 'The Starter Kit', exploring young people's role in social movements. In 2020-21 they have had 4,632 digital event attendances (with a further 30,000+ attendances at live-streamed activity), delivered 1,512 free participations for GM young people, and provided professional leadership training to 174 young people.

English Folk Expo

When the pandemic hit English Folk Expo focussed on helping artists and the music industry keep afloat, learn new skills and prepare for the future. Under the banner of 'Folk Talk' they commissioned a series of talks about maximising social media opportunities for artists, about online music collaboration, and about all aspects of the music industry from respected and experienced industry professionals. They ran conferences exploring the lack of diversity in the folk sector, the latest changes in streaming licensing, running COVID-safe events and

more. They lobbied media and government to keep folk music in the public eye, specifically pressing the BBC to reinstate regional folk programmes and set up informal networks to provide cooperation and support amongst communities of artists, booking agents, promoters, disabled musicians and more.

They worked with the Official Charts Company to launch the first Official Folk Albums Chart on the weekend of Manchester Folk Festival with a massive live stream (25,000+ views), now running monthly to introduce audiences to great new folk albums. This included building partnerships with Folk on Foot to create a new monthly chart show and podcast reaching several thousand people each month. They built international partnerships to create one of the largest online sharing of folk music globally (Global Music Match), seeing 96 artists collaborate across 14 countries during 6 weeks of content, building new audiences for UK artists overseas and expanding their networks internationally.

Gaydio

Despite the challenges that everyone has faced over the past year, Gaydio has remained on air and become a lively and engaging source of entertainment and support for many people across Greater Manchester. Their audience has doubled in the period as many people turn to radio while at home. They have kept in regular touch with artists and organisations, promoting their work and helping them to prepare for the re-opening of the cultural sector. During this time they have delivered a series of online workshops that skill people to become our cultural reporters and have a bank of talented and ambitious individuals raring to promote the GM cultural sector as the economy begins to unlock.

Global Grooves

Global Grooves is Mossley based social enterprise that uses inspirational carnival arts practice to increase community capacity, boost cultural engagement and bring people together to celebrate their shared spaces and stories.

Whilst working together to overcome the immediate challenges of Covid and source emergency recovery funding to sustain their efforts, the Global Grooves team continued to develop creative projects to reach out into communities in Tameside.

They delivered a 12 week 'Creative Wellbeing' course in visual arts skills and seasonal crafts, funded by ESF. Their Heritage Lottery funded 'Cotton Culture' programme kept momentum, inviting a raft of guest speakers to speak about English folk arts, international links through wax printing, and local history – all building to a final exhibition at their Carnival Centre of Excellence, set to open in autumn 2021. They hosted 26 online performances via their 'Vale Live' programme, featuring local folk artists to appearances from international artists.

Global Grooves offered intensive fundraising support and training to raise over £400,000 supporting over 60 other UK and international artists and organisations rocked by the effects of the pandemic. Several of the team worked with Tameside Arts Ltd to design, kit out and transform their community space into a unique accessible theatre, dance and music studio at the Create Centre in Denton. They co-delivered a series of networking and practice-sharing 'Creative Conversations' with Creative Wellbeing Tameside and supported a cohort of 7 local organisations with bespoke training, coaching, fundraising and seed funding to prepare for post Covid face to face activity.

GM Arts

Greater Manchester Arts has had boots on the ground in every GM district during the crisis delivering activity informed by local insight and need. Key work streams included;

Adapting planned activity. Funding supported at home digital activity in every GM district based on local interests, collections and assets. Examples include; Diverge in Trafford, BAM online and the Happy Festival in Bury, Express Yourself! Creative Spaces in Manchester, Get Creative at Home, Light Up Lockdown' in Oldham and an adapted Christmas show in Rochdale. GM Arts also looked at creative ways to record the pandemic's impacts on communities, such as Wigan Borough's Covid-19 Archive project.

Delivering an accessible cultural offer to those residents who might not be able to access digital cultural activity. Theatre by Telephone was provided in Tameside, 5,000 arts packs for Children were issued in Rochdale and a pop-up art show staged in Bury. Keeping Us Together was supported in Stockport whilst in Oldham, a trail of winter-themed windows was created by 18 freelance artists and local creative organisations. In Wigan, reminiscence packs were provided to residents in all 54 care homes in the borough.

Supporting colleagues in Public Health in the challenge of better communicating with residents. They commissioned ten micro-projects across GM focussing on communities of interest (care home residents, C & YP, those from a BAME background, economically marginalised etc.). These commissions tested out different approaches to generating connection and reducing social isolation.

GM Arts used the bulk of its funding to commission local artists across all GM districts. Members also supported skills development via webinars, online conferences and digital learning packages. Example include; Wedge Unlocked Bury, Preparing Your Creative Business for Christmas Bolton, and the Northern Lights Writers Conference Trafford. In Wigan, a Creative Freelancer COVID Fund was established, investing £47,000 through grants of up to £1,500 supporting 37 freelancers locally.

Halle

The COVID-19 pandemic has had a significant impact on the work of the Halle over the past year. Their Education and ensembles programme works in partnership with GM and the Music Hubs to provide over 90,000 learning engagements – from care-homes to prisons, bringing music to people across the whole community. Due to lockdown restrictions, the organization has re-invented and even expanded many these educational and performance projects digitally using Halle St. Peter's as a base from which to disseminate projects with its childrens/youth choirs, ensembles, youth orchestra as well as the main Halle choir.

The new Ancoats Community Choir also flourished, and 9 local Workplace Choirs met regularly and involved over 150 singers (including an NHS choir) which had a positive impact on the mental well-being of its participants. These activities taking place in such difficult circumstances garnered many appreciative comments from participants, parents and carers. "We really appreciate the work all at the Hallé have put in to being so welcoming, accommodating and maintaining such rigorous safety standards whilst still allowing a degree

of socialising and music making with the children. It's been a real lift to my daughter after such a hard year, particularly for a 13-year old who was just finding her feet with independence as it was then all taken away.' Halle Youth Orchestra parent.

With concert halls closed to audiences, the orchestra worked in partnership with Bridgewater Hall and Halle St. Peter's to produce a critically acclaimed filmed Winter series of 10 concerts, broadcast across Greater Manchester, the UK and internationally: "All hail the Halle, as the North's great orchestra returns in Style" Daily Telegraph. The series included an array of diverse talent with range of artists including Jess Gillam, Simon Armitage, Lemn Sissay and Isata Kanneh-Mason, as well as specially commissioned new works from Hannah Kendall and Huw Watkins. A free Christmas concert featuring Halle ensembles, choirs and youth orchestra participants from across the GM region was watched by just over 40,000 people.

The Halle's Education department has worked closely with the two GM music hubs delivering an array of projects. Digitally produced schools' projects have included an Adopt a player project in 4 GM schools, filmed Set Works concerts for GCSE and A Level Students which was taken on by over 120 schools – watched by over 9000 young people. The Halle produced and created animated music films, such as "Goddess Gaia" which was seen across 150 primary schools and taken on by Eco Schools and organisation representing over 20,000 schools in the UK.

HOME

Within weeks of the first lockdown being announced, HOME started the process of commissioning artists to make work in their homes for an audience confirmed to theirs. The Homemakers series included over 30 commissions, watched by almost 3,000 people in 34 countries. They also commissioned artist Nick Burton to create a weekly online comic strip, *Our Plague Year*, which is distributed via email to 3,900 subscribers each week and have been working with film distributors to make their trademark curated independent film selection available from home.

Engagement activity such as the Future 20 project, the BFI Film Academy and monthly AMP sessions for artists with different abilities and additional needs also pivoted to online, providing an important opportunity for young people to develop their artistic and business skills. Between 1 April and 30 Sep, HOME ran 589 engagement sessions across a range of projects online.

MancSpirit

Trafford-based MancSpirit's journey with GMCA Culture started just as the Pandemic broke out. Working with GMCA has given the charity the platform to do so many positive things, with their creative community festivals providing a strong focus for rallying optimistic community activity and hope. It had been their intention to run these week long festivals in venues across each Borough but it became apparent very quickly that they needed to adapt and take everything online and in many ways this has worked better, opened up opportunity and enabled them to make their offer more inclusive and accessible.

With the festivals as a focus, they have worked extensively with Young Carers, Adult Carers, Older people and are currently developing this further to include Military Veterans and children with Special Education Needs and Disability (SEND) requirements, with a separate programme supporting their parents. They use Culture and Creativity as a basis for reaching out to over 1,000 older people to improve Digital Inclusion, delivered creative online sessions to embed co-design and co-delivery into the provision for unpaid Carers in Trafford, provide paid sessional work for freelance 'creatives' in Music, Visual Arts, Crafts and Spoken Word throughout the year when their earnings were most affected. We also produce the Podcast 'That Great Manc Pod' which explores how creativity in all its forms helps people overcome difficult challenges and benefits vulnerable people in Greater Manchester Communities, including 'Our Trafford' festival specific 'special episodes' to support the work they do with GMCA Culture.

Manchester Camerata

Generous support from ACE Emergency and CRF funds, Trusts and Foundations, and individuals has enabled the organisation to maintain its programme in schools and in care homes online, and to stream some concerts in 20/21. They took advantage of the furlough scheme and also made some redundancies in the office team and moved out of the city centre office, to Gorton. The drastic curtailment of engaged work throughout the UK and internationally has had a huge impact on freelance community and on business.

They reached 1,227,455 live / online across through a range of work, including a 10 episode series for 5 – 7 year olds - Mini Music Makers, an InnovateUK funded new platform for training & supporting carers in Dementia care settings throughout GM '*This has had an amazing result both on him and other residents and taught them how to communicate with each other through music.*' Carer, Salford

Untold – A new digital format series funded by private donations, focusing on story telling gained over 157k views on trailers and featured on United We Stream, as did two Hacienda Classical streams attracting over 1 million people. With Artistic Partners AMC Gospel they created a 6 short films from The Monastery – see 'Joyful' here attracting 57,000 views and with partners at HOME a programme focusing on Renewal which was filmed in the restaurant – see here. Radio 3 Broadcast in early January and further streaming has provided some work for the freelance community and provided GM audiences with some events. They've commissioned new work from RNCM alumni Daniel Kidane, worked with the poet Jackie Kay and wherever possible supported GM freelancers on streaming, capture, audio production and more.

Manchester Histories

DigiFest 2020 took place online from Manchester Central Library on Friday 4th and Saturday 5th September. It celebrated 50 years of the landmark legislation "The Chronically Sick and Disabled Person's Act 1970", affectionately known as 'Alf's Act'. The themes were 'celebrate, challenge, learn' and through an open call out to individuals and groups in Greater Manchester and beyond, a wonderful montage of disabled people's lives, histories, art, music, political struggles, and joyous creativity was produced. Compered by comedian Jackie Hagan, audiences were led into thought provoking, moving, entertaining and

fascinating contributions exploring the positive legacy of Alf's Act as well as the contemporary challenges of today.

The People's River project is a community-led project that explores the hidden histories of people who live and work alongside the River Irk. The project is inspired by the life and works of Friedrich Engels and marked the two hundredth anniversary of his birth in 2020.

Manchester Histories commissioned artist Liz Wewiora, a socially engaged photographer to work on the project with community groups in Angel Meadow, Collyhurst and Harpurhey. The No. 93 Wellbeing Centre (formerly Harpurhey Wellbeing Centre), part of Greater Manchester Mental Health Trust, was also one of the community partners for the project and Liz joined their weekly walking club, where residents met to walk around Queens Park for health and wellbeing.

Through the Covid safe history walks, on-line talks by historian Jonathan Scofield and on-line creative photography activity with community groups a series of photography led stories about the local area were produced. All the stories and the photographs of the River Irk are now being curated to be revealed as part of series of public exhibitions in Spring/Summer 2021. Despite the pandemic, the project still managed to engage with over 300 people from across Greater Manchester.

Manchester International Festival

Since lockdown MIF has been playing an active and open role in Greater Manchester, providing active support and employment for artists and freelancers. Early on in the crisis they offered daily drop-ins with the festival's Artistic Director and Creative Director for independent artists and freelancers to share information and receive advice and support.

They actively contributed to the new GM Artist Hub, providing bespoke information and advice to artists and continue to support Greater Manchester artists and freelancers and communities through creative opportunities and moving projects into the digital space.

In response to the Black Lives Matter movement across the World, the MIF Young People's Forum, a collective of individuals from Greater Manchester aged between 16 and 28, came together in July to host A Conversation for Change, exploring how to effect change within the arts sector in Manchester. Over 50 representatives of Greater Manchester's cultural organisations attended the event and participated in an anonymous survey to help inform development of a creative manifesto which the Young People's Forum will soon be sharing widely with the sector.

Throughout the pandemic they continued to commission and present creative work, employing new models and partnerships to adapt to the moment. Together in One Voice saw a one-off, city-wide, spirits-lifting, socially-distanced community singalong in May 2020, closely followed by the Factory's first one million visitors engaging with the first commission for Virtual Factory via the global gaming platform Fortnite Creative, and the release of Riz Ahmed's livestream edition of The Long Goodbye in January '21. They also continued to commission creative engagement and learning including, for example, working with artist Tina Finch to support a Creative Young Carers scheme for 50 young carers in partnership with Bolton Lads and Girls Club and with Wigan & Leigh Young Carers Group,

expanding MIF's popular Have a Word project, which welcomes GM residents to join in free online conversations on the third Wednesday of every month, and sustaining it as a valuable, consistent space for attendees to connect, keep talking and to share experiences of the pandemic with others across the city; and recruiting a new team of Neighbourhood Organisers to deepen connections across Manchester, Rochdale, Salford and Tameside.

They collaborated with Curious Minds and sector skills Council, Creative & Cultural Skills to get 58 Kickstart roles approved for GM Arts and Culture organisations; and developed Kickstart Creative – new wrap around support training to support employers and people in Kickstart roles. A new Factory Futures Programme launched, responding directly to the rising levels of youth unemployment and aims to reengage and build confidence/prepare people for entry roles in the creative sector. 29 people completed DWP approved Factory Futures programme with a BTEC in workskills, and 30 more are starting a training academy for Broadcast & Film. They developed a partnership with The Growth Company to support up to 200 employers in the sector with productivity plans and individual skills plans, and started market engagement around a new employer led training body for GM – The Creative Industries Training Alliance.

Manchester Jazz Festival

The impact of the outbreak of Covid-19 on Manchester Jazz Festival was immediate and profound, not least as the 2020 edition of the festival, which was scheduled to take place between 21 May 2020 - 25 May 2020, had to be cancelled as a live event with less than eight weeks notice. Despite these challenges, Manchester Jazz Festival has been able to deliver significant activity over the last year, producing the 2020 festival as a four-day online experience, and pivoting two talent development programmes - Hothouse and Soundcheck - to online delivery.

MJF2020: Jazz Unlocked took place as a fully digital event between 21 May 2020 - 24 May 2020 and provided audiences and artists with a distinctive engagement experience during the first wave of the Covid-19 pandemic. It was produced in partnership with Jazz North and United We Stream. In addition to specially-created content recorded by artists from remote locations, it presented a programme of socially distanced ensemble performances streamed from the Bury Met Theatre, the first jazz performances of this type in the UK during the 13-week lockdown that started on 23 March 2020. In a virtual landscape quickly populated with online content of variable quality, Jazz Unlocked reflected the organisation's vision and its ambitions for high quality and diversity.

Both MJF Talent Development programmes were redesigned over the summer to enable them to be delivered online. The fifth round of Hothouse, their groundbreaking talent development programme for musicians in the North of England, was relaunched this January. Hothouse: Level Up trials a new model for supporting artists in their next steps while live performances are not possible, focusing instead on funding for artists, skills development in bid writing/planning, and increased international industry relationship development.

Soundcheck, the festival's new talent development programme for 18-25 year olds living in Greater Manchester, launched this February, also as an online programme. Programme components have included workshops, mentoring and peer-to-peer leaning. The nine

participants are drawn from across the GM boroughs; they will conclude their time on Soundcheck this March with an online sharing of music they've developed while on the programme.

Manchester Jewish Museum

Despite the challenges of this year, Manchester Jewish Museum's £6m capital project has progressed well and the building will finally be completed in April. The new museum will be twice the size as before, with a new gallery, learning studio & kitchen, café and shop. The museum's historic synagogue has also been fully repaired and refurbished, with its original 19th century decorative scheme reinstated. The museum is planning to re-open to the public this summer. Over the past year, due to Covid restrictions, the museum had to adapt its programming to keep engaging with its audiences and to continue supporting artists, volunteers, local schools and community partners. The museum has continued working with artists as they activated the archives through music, drag, food, theatre and art as they question what are the stories we need to hear right now. Museum events in 2020 included a high-camp drag quiz night with cabaret artist Chanukah Lewinsky; intimate conversations with female music artists on the frontline of the UK Jewish music scene; young activists' responses to keeping past stories alive for Holocaust Memorial Day; and a culinary taste journey through their collection with Theatre Chef Leo Burtin.

Manchester Literature Festival

GMCA funding enabled Manchester Literature Festival to expand its Little Reads project for children aged 2 - 6 and their families. Sessions involve reading, creating stories, imaginative thinking, creative play, craftwork, singing and dancing. They are fully inclusive and aimed at developing important foundation skills; encouraging parents/carers to engage with their children's learning and foster a love of reading and learning in preparation for starting school. During the first Covid national lockdown they broadcasted 4 Little Reads videos via the MLF You Tube channel attracting 6300 views. In October 2020 they started delivering live interactive Little Read sessions via zoom. Working in partnership with 10 GM libraries (Stockport Hazel Grove, Stockport Brinnington, Moss Side & Hulme, Salford Broughton, Salford Pendleton, Levenshulme, Longsight, Old Trafford, Stretford and Manchester Central) they have been able to target these sessions at some of the families most impacted by the pandemic. The sessions are delivered by a diverse team of freelance storytellers including Carla Henry, Debbie Bandara and Hyacinthe Brindley, who was originally a volunteer at Little Reads Levenshulme. 380 families have engaged with Little Reads since October 2020 of which 39% identify as BAME. They have had lots of positive feedback from families about how much they have been enjoying the Little Reads sessions and how they are helping them feel less socially isolated:

'The zoom class was lovely & wonderful. Coco is really struggling with home schooling due to the lack of connection with other children, so the session [today](#) was perfectly timed - beautifully balanced, inclusive and the lady reading was great at bringing all the children into the stories - which was melodic, engaging and just wonderful. So lovely to see another mummy we had previously lost contact with having met in the library too! We cannot thank you and your charity enough!' Coco and mummy (Little Reads participants).

GMCA funding has also contributed to MLF's core costs this year enabling us to produce a scaled down, digital iteration of the Festival in October 2020. #MLF20 comprised 17 events featuring high profile authors, poets, artists and activists from across the globe, including conversations with Tori Amos, Angela Davis, Nick Hornby, Maaza Mengiste and Kae Tempest. It attracted an audience of 5000 people from 53 countries. They had many heartfelt messages of thanks from audience members:

'You cannot underestimate the importance of the festival and its impact on my mental health and wellbeing. This is true every year but this time it is even more significant and poignant. It's like getting a hug from a good friend'

Manchester Pride

Due to the impacts of the pandemic, Manchester Pride rapidly adapted its usual physical event output to a digital delivery plan. This included turning around a physical conference and executing a full digital offering within a week as lockdown measures were announced in March 2020. They also delivered the Alternative Manchester Pride Festival in August 2020 which consisted of an extensive programme of virtual events and cultural output across three days ranging from a 12 hour stream of high-quality programming, in partnership with United we Stream, to digital yoga classes and bake-a-longs to holding a virtual Candlelit Vigil, so they could ensure all LGBTQ+ communities were still able to celebrate Pride at home.

With regards to Superbia, Manchester Pride's year-round arts and culture programme for and by LGBTQ+ people, they were able to re-strategise delivery to be fully digital including a weekly online Superbia Spotlight series showcasing LGBTQ+ artists and creatives from across Greater Manchester, in partnership with Manchester Finest. Through this partnership, they were able to showcase over 30 LGBTQ+ artists from Greater Manchester and provide new opportunities. They were able to offer 10 commissions to LGBTQ+ artists and creatives from across the entire LGBTQ+ spectrum, QTPOC, older LGBTQ+ artists and young LGBTQ+ creatives. The commissions enabled artists to develop new digital work and provided one-to-one mentorship to ensure they were supported in adapting their creative practices for the online world we now found ourselves in. In addition to the commissions, they were able to provide larger grants to independent LGBTQ+ arts organisations and artist collectives to ensure they were able to continue delivering vital opportunities for LGBTQ+ artists and creatives across Greater Manchester. This included supporting Transcreative to deliver a mentorship programme for Trans artists and their first digital festival, supporting textile artist Sarah-Joy Ford in creating an online space for her exhibitions and enabling the QTPOC artist collective Plan B to continue exploring their creative practice and to develop new work. 100% of the artists Superbia worked with in 2020 stated that Superbia had helped them grow and develop their artistic/creative practice and provided significant support during the pandemic. Feedback from artists included;

"The Superbia grant gave me a boost of energy and something to pour my creative thoughts into. The commission motivated me to produce new work after a long period of feeling creatively stifled as a result of the pandemic."

"The Superbia commission supported our practice during this critical moment in the pandemic. This commission enabled us to continue our drive to discover stories and make ground breaking work about our own hyper-local heritage and share those stories with the community in which they have been created."

“As an all LGBTQ+ co-op, it has been wonderful to be supported by an organisation that understands and celebrates us.”

“Having my work platformed by an organisation like Superbia was a big boost to my confidence as a young artist. It was a highlight of the year and something good to remember about 2020.”

Music Action International

Creative sessions with refugee torture survivors collective Stone Flowers took place online from April 2020 and 3 original songs were written via Zoom and shared at interactive events in partnership with Migration Matters, Refugee Week and Imperial War Museums. Stone Flowers are now creating a new music video via Zoom with Liva Vision, to accompany the song written about the pandemic "The Rush is on Pause" to be released in June 2021.

Online sessions with a mother & baby group of asylum seekers who have survived war in their home country will begin in partnership with Rainbow Haven with Manchester and Salford residents. Music Action International also hope to begin face-to-face with teenage asylum seekers in May, working towards releasing an EP with high-profile artists of refugee heritage in September. Schools sessions are on hold for now, but are promoting online resources for teachers to use in the classroom/online.

Octagon, Bolton

The Octagon was due to re-open after a £12m redevelopment in July 2020. Instead, Covid delayed completion of construction and has created difficult conditions to complete the fit-out and preparations for re-opening. The building will be ready to open when restrictions ease later in 2021. Their Creative Engagement work has continued throughout the pandemic with nearly 4,000 participations in online activity ranging from a virtual summer school for young people to an online theatre club for over 55s. They also participated in the GM Creative Care Packs for young people and older people. They joined local and national partners to support the freelance community including the GM Artists Hub, and offered a number of commissions and incubations for new work. They created a range of digital productions including work for young people, a zoom production of *A Midsummer Night's Dream*, and they are currently a partner in a new online production of *A Picture of Dorian Gray*. In May 2020 they launched Future Fund to support the Octagon's survival and future success. Through public and charitable donations they have so far raised nearly £600k of support with donations coming from across the world. Bolton has endured the longest restrictions in the North, and the reimaged, re-opened Octagon is now ready to play a vital role in the borough's recovery – bringing people safely together, bringing visitors to the town centre, and creating new opportunities for cultural experiences.

Old Courts, Wigan

In response to forced closure of premises and with commitment to the arts in mind, the organisation launched 'The Old Courts Live' in May along with several other bespoke projects designed to adapt what they do to fit with this incredibly difficult year.

Thanks to Greater Manchester Combined Authority they were able to launch **The Old Courts Live** which is a brand-new online performance platform and has allowed the organisation to continue supporting artists with paid work whilst offering much needed entertainment to audiences who are isolated at home.

Aside from a boost to the mental health of audience and performers this activity brings, they have paid over 400 freelance artists at a time when their work was virtually non-existent. To date, these online events have been viewed over 70,000 times online.

Old Courts has also provided free-to-attend virtual workshops delivered by paid artists to offer deeper engagement for individuals desperate for creativity amid the monotony of lockdown and have just completed a **self-published book** of new pieces of creative writing and imagery submitted by the general public. The book features 109 local contributors and aim to support them all with further opportunities to develop their skills and interests.

In December they toured a surprise mini panto on the back of a truck around Wigan and Leigh to 8 locations. The response was phenomenal and they had over 500 people watch the shows outdoors in a safe and socially-distanced manner. The Tour focussed on the most challenging areas of Wigan borough with historically had very low levels of engagement, and for a number of Children this was the first time that they had seen any live performance outside of School if at all.

As well as the artistic programme, they have been supporting local freelance artists to access funding opportunities and commissions. They created and launched an online artist information portal to highlight current available opportunities and the development team have been on hand to help with bid writing and networking.

In January 2021 they made a donation to The Boulevard, a Grass Roots music venue in Wigan which had been added to the Music Venue Trusts at severe risk of closure list. Through donation and support the Venue has now been taken off the list ensuring another critical part of the cultural infrastructure remains viable for the future.

Due to a shared feeling of responsibility, the Old Courts closed their doors to the public over a week before hospitality was forced to close and the furlough scheme was introduced. They contacted Wigan Council to offer their services and ended up coordinating volunteers covering various areas of Wigan.

Working alongside friends at Fur Clemt who provided the food, they delivered over 700 essential packages, and help to distribute GMCA Arts packs across the borough as well as making also made over 1000 welfare calls to lonely and isolated residents with a 100 strong volunteer team. The Old Courts also teamed up with Fur Clemt and Wigan. Eat. Drink to provide 10,000 packed lunches to those in need during October half term. More recently they teamed up with Daffodil Dreams to help them with their Clothes Poverty project by organising the collection of clothes donations from around Wigan.

Oldham Coliseum

Oldham Coliseum has maintained – and extended – their artistic output during the pandemic, moving some projects online and acquiring new digital skills.

During lockdown they added a number of digital opportunities to their repertoire. The Coliseum's associate artist Hafsah Aneela Bashir created the Poetry Health Service in partnership with HOME, Manchester. This creative service, in which users are gifted a complimentary poem, offers both contemporary and classical poetry as a tool for connection and healing. It embodies and champions the importance of art in supporting mental and emotional health and is still accessible from the Coliseum website.

With Oldham subject to additional restrictions, the Coliseum was unable to re-open. Without their planned Christmas activity, they commissioned a series of short Advent plays (filmed under Covid-safe conditions at the Coliseum) which ran until December 24th. They also provided a digital panto option for people to watch at home, delivering two simultaneous panto-inspired performances to multiple schools.

The Coliseum continues to plan for a new season themed around 'Adventure', encouraging new audience experiences and different forms of engagement. They are working with Riptide theatre (Leeds), SBC Theatre, Front Room Productions and Bradford Producing Hub amongst others. They recently released three micro-commissions for open submission, each for an 'at home' experience and worth £1,000 per commission.

They are currently working on a series of films commissioned by Oldham Council for Hate Crime Awareness week and hope to develop this area of partnership with the local Council. They have maintained support for the Oldham community through Learning & Development activity, moving work online whilst unable to meet in person. This includes delivering a programme for young people with the Prince's Trust, meeting with the Full Circle over-50s group via Zoom and maintaining social contact by offering coffee and chat by phone for those who are most at risk of isolation.

People's History Museum

PHM has delivered a brilliant programme of engagement activities for diverse audiences – Ideas Worth Exploring: at home and online – including learning resources for young people, a new 3D tour of the museum, family friendly activities, collections highlights and online exhibitions. This has secured work for the museum's freelance team of artists, musicians and story-tellers who have delivered online and connected the museum's story with current events including the pandemic, black lives matter protests and climate crisis. PHM opened for 2 months in 2020 and was delighted to welcome visitors back in a covid-secure way to enjoy its collections and exhibits, receiving lots of positive feedback. The museum has also used digital channels to diversify income, launching an online shop and a successful crowdfunding campaign and looks forward to opening in 2021 working in partnership with a new local and ethical café provider.

Quays Culture

Quays Culture created a new travelling light installation called 'Mystery Bird' in response to the COVID19 Pandemic. The work was made to travel to people's homes and visited 22

locations across GM and was viewed by over 4,500 people on its four day tour in December. 'Mystery Bird' consisted of a huge birdcage on the back of a flatbed truck, filled with 360 degree projected birds accompanied by a bespoke soundscape. The birds were seemingly 'released' from the cage and flew free across buildings, trees and the streets of Greater Manchester. Inspired by the public's increase awareness of nature during the first lockdown it was devised by Creative Programme Producers, Jude Jagger and Gemma Saunders and realised by a collaboration of 5 artists: Helen Musselwhite (paper artist), Illuminos (projection artists), Jason Singh (sound artist), M3 Industries (designer fabricators) and Jack Hardiker (digital and AR artist). 650 Creative Packs were door-dropped to residents and a new Instagram filter was downloaded 8100 times .

Royal Exchange Theatre

Royal Exchange Theatre is committed to being an accessible civic space for Greater Manchester. Staying present in the lives of artists, audiences and participants in this exceptional year was vital and helped to drive a vibrant programme of work that kept communities connected.

As an initial step REX moved online creating pathways for their Elders Company, Children's Company, Young Company, Local Exchange Ambassadors and audiences to remain attached to the theatre. All of these groups received support to access online workshops, ensuring people could join any activity. The Elders Company thrived, sessions helped to build confidence and increases feelings of being connected. This activity resulted in projects such as PHONE A FRIEND (for those who could not get online) and an original documentary film A FUNNY THING HAPPENED IN ISOLATION. Since April 2020 the Elders have met every day over zoom for coffee (including Christmas Day!). Local Exchange Ambassadors from Cheetham Hill, Tameside and Leigh joined forces with writer Chris Thorpe to create a celebratory spoken-word film called KEEP IT IN THE DAY which was shared online and by the website I Love Manchester. The Young Company continued their regular sessions online, creating new work such as CONNECT FEST (an intergenerational online soap-opera), MMXX and MOMENTS OF CONNECTION which brought young people together with professional actors and directors, supporting both additional learning opportunities and freelance artists. Nine original pieces of work were made with actors including Julie Hesmondhalgh and Geraldine Somerville supporting this work.

They celebrated plays by releasing recordings of THE ALMIGHTY SOMETIMES and THE HOUSE OF BERNARDA ALBA for free. ROCKETS AND BLUE LIGHTS, which closed after two performances, was recorded as part of BBC Arts Culture in Quarantine and aired on Radio 3. In response to Black Lives Matter Artistic Director Roy Alexander Weise created a digital reading of Katori Hall's powerful play THE MOUNTAINTOP was streamed for free. At Christmas they wanted to celebrate Manchester and its people, so commissioned six writers, including Russell T Davies, to make short plays for an advent calendar.

This project brought to together a collective of over 40 artists from sound designers to actors to community performers. ALL I WANT FOR CHRISTMAS was viewed over 117K times across all digital platforms. Most recently they have commissioned six Greater Manchester artists to help us celebrate international women's day, working with Jigsaw Homes they

created free art packs which will be delivered to over 650 residents in Dukinfield Estate, Cavendish Mill and via the Tameside Women's Centre.

Sheba Arts

Due to the lockdown, Sheba Arts repurposed funding and moved online. Using this fund, they held a digital festival in August 2020 and provided four commissions of £300 to artists from refugee and migrant communities to create a new piece of work responding to the pandemic, the black lives movement, and the refugee crisis. Their work was showcased as part of the festival and attracted 5k audiences. Additionally, they held five seminars with 18 guest speakers from across the country to discuss diversity in the arts and future perspectives.

The Turnpike

With no firm understanding of when their building could re-open, the Leigh gallery decided in March to suspend its exhibition programme and instead became an artist-led testing ground; commissioning artists to explore and develop impactful, responsive, socially engaged practice with local communities. The Turnpike has therefore become a catalyst for community co-creation, with artists working closely with the community to create ideas for a positive future, supporting local people to develop skills, bonds & confidence that will support their resilience through the recovery. For the next 18 months, they have commissioned a series of 'Activations', ambitious socially-engaged commissions that are made by artists through a process of deep engagement with communities & groups in the town. Exploring central themes of climate change, social resilience, environmental justice & diversity, projects have been commissioned from NW-based but internationally-practicing artists who have made meaningful connection with communities, green spaces and the town. Activations, creates a significant shift in the Turnpike's organisational development and programming: an entirely new artistic offer, that builds on learning from previous work. They have imbedded a new dynamic way of working that does not rely on exhibition-based models alone but embraces the full range of how artists might bring their practices to Leigh.

They have continued their Community, Learning and Engagement programme developing a blended offer of digital, face-to-face and home delivered activities, talks and resources. Within strict safety guidelines, The Turnpike have continued to deploy artists into schools and during a temporary reopening of their space in October, they successfully offered a cultural education programme engaging pupils entering into Year 7 during the pandemic, supporting them with safe, socially distanced, fun and creative artist-led workshops. With support from GMCA they recruited the first cohort of artists for The Making of Us – a new professional development programme supporting 15 mid-career socially engaged artists who live and work in Greater Manchester.

Walk The Plank

Walk the Plank have continued to deliver work across Greater Manchester during lockdown including Begin the World Over Again – a podcasting project in partnership with the Working Class Movement Library, and Digital Diwali. The podcast achieved almost 1000 downloads and connected to training and activity for young people in Salford, including a youth panel.

Diwali celebrations included online storytelling, 550 mail-out lantern making kits, live broadcasts of dance and fire drawing. The project connected a huge range of Hindu organisations both in Greater Manchester and India creating an international reach online and laying foundations for a digital activity around the festival for the future. The numerous digital elements of the programme (<https://digitaldiwali.co.uk/>) reached 8257 people in 47 countries, with the highest levels of engagement being recorded in the UK (1,798), and India (4,986). With further engagement through our community and creative partner's platforms, of 38,241.

Wigan STEAM CIC

Despite Wigan STEAM's physical premises being closed for the majority of the time, they have engaged with over 8000 people in some way over the last year - delivering in-person workshops when permitted (which engaged 37 young people), Facebook live sessions, Zoom sessions, delivered projects with artists, created an online exhibition (which had 500 visitors), and even managed to produce one physical exhibition in its gallery (which had 730 visitors).

The pandemic has proved just how important Wigan STEAM's work is for young people in particular. Based on feedback from parents many of the young people they work with have been struggling with their mental health, and fortnightly Young Makers sessions have been an important resource for them to socialise and be creative in a relaxed space. Young Makers has been described by parents as a 'lifeline', and a 'highlight' of the young people's weeks. One Young Makers' parents said: "I can't tell you how much Josh looks forward to the sessions and seeing him smile like this makes my heart sing. Can't tell you the impact Young Makers has had on his life. Thank you all so much for what you do." From January 2021 they decided to double the intake of Young Makers and establish a new digital arts group in order for us to increase impact and support more young people.

Wigan STEAM has also put a lot of work into providing artists with paid opportunities over the last year. Their residency programme, which will support eight artists/collectives with paid development opportunities, launched in late 2020 and will continue through to Spring 2022. Although the gallery has been closed and in-person workshops haven't been possible, the artists have continued to work on their projects and have engaged with people over the internet. They've also supported other artists in the area and have delivered 30 artist-led workshops over the last year - with most of these sessions being delivered via Zoom.

Z-Arts

Z-arts transferred all workshops for children online back in March 2020, quickly honing them to the most effective interactive methods of engagement. They have engaged thousands of families online through these activities, with Make & Believe Family activities and Yoga being most popular. They've posted arts packs across GM for children and young people, and developed relationships with food banks to deliver arts packs and activities to families in

need. They've offered laptops, notebooks and data packages to families so they can access online activities.

Their Band Of Boroughs was due to begin in December 2020 but has been delayed until April 2021. 'Music outreach project Band Of Boroughs will reach over 100 children across 5 different boroughs of Greater Manchester (including Manchester, Tameside, Stockport, Salford and Oldham). Weekly sessions with music industry professionals and facilitators will lead up to performances, masterclasses and sharing opportunities across 10 months. This will lead to happier, more confident and more musically active children in areas where music making opportunities are at their lowest.'

In February half-term Z-Arts hosted a Big Imaginations Storytelling Festival online, reaching audiences across the NW region, with partners broadcasting 23 performances including from Manchester, Oldham, Trafford, Wigan, Rochdale and Tameside.

As a key member of the GM Artists Hub they have been supporting artists, as well as specifically supporting artists making work for young audiences, including Art With Heart, Elayne Ogbeta and Proud & Loud in Salford, Chad Taylor, Darren Pritchard, Louise Wallwein, Ros Norford, Hawk Dance, Emmanuella and Company in Manchester, and Ria Moorthy in Tameside.

PROTECT.
RESTORE.
HEAL.
GROW.

INTRODUCTION

As the roll-out of the COVID-19 vaccine continues apace, it's looking likely that the cultural sector in Greater Manchester will be able to open and operate physically in some way, gradually, from Summer 2021. By Autumn, 2021 we expect most of the sector, from theatres and music venues, to festivals, museums and galleries, to open in some way, albeit with a reduced or blended programme. This cultural recovery plan is drafted with that in mind, supporting organisations, businesses and individual artists, freelancers and creatives until we can start to operate in a more recognisable, if forever changed, way.

The cultural and creative sector has a huge role to play in the recovery our economy, high streets and town centres, consumer confidence and national and international reputation and, equally importantly, in Greater Manchester's collective healing; from commemorating, marking and trying to make sense of the events of the past year, to supporting our residents' physical and mental health, providing educational opportunities for our young people and bringing people together, as a community again.

There is still a need for a bespoke package of support for individual artists and freelancers, many of whom have been excluded from government support to date. The potential loss of talent is significant and will have an impact on our economy and international reputation for generations to come.

Without action to support the organisations, businesses, collectives, freelancers and creatives through Q1 and part of Q2, they will be unable to undertake the necessary actions required in Q3 and Q4, where our continued investment and support for the sector throughout the pandemic will begin to bear visible fruit, as the cultural sector in GM recovers faster and in a more equitable way than other areas where support has not been so forthcoming. This recovery builds on the GM Culture Recovery Plan 2020/2021 and complements the GM Night Time Economy COVID-19 Recovery Blueprint, developed and delivered by the GM Night Time Economy office and GM Night Time Economy Adviser Sacha Lord.

Activities outlined in this culture recovery plan will be delivered within already committed budget, as part of our two-year settlement agreed by GMCA in February, 2020, though some partnership funding will be sought to increase reach and maximise impact of some strands of strategic activity.

This plan will be delivered by and with the 35 organisations in the GM Culture Portfolio, by each of the 10 local authorities that make up Greater Manchester, with strategic partners including Marketing Manchester, GM Health and Social Care Partnership, Arts Council England, National Lottery Heritage Fund and Historic England and a whole host of cultural organisations and individuals from across the city region.

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GM CULTURE PORTFOLIO

The majority of GMCA cultural investment goes to the GM Culture Portfolio (84%, Portfolio, 13% Strategic funding, 3% programme management). The portfolio comprises 35 organisations, based in every district of GM. In February 2020 GMCA agreed to fund these organisations for two years, from April 2020 to March 2022.

Art with Heart	HOME	Oldham Coliseum
Arts for Recovery in the Community	Manchester Camerata	People's History Museum
Brighter Sound	Manchester Histories	Quays Culture
Cartwheel Arts	Manchester International Festival	Royal Exchange Theatre
Centre for Chinese Contemporary Arts	Manchester Jazz Festival	Sheba Arts
Comma Press	Manchester Jewish Museum	The Halle
Company Chameleon Dance Theatre	Manchester Literature Festival	The Met
Contact	Manchester Pride	The Turnpike
English Folk Expo	MancSpirit	Walk the Plank
Gaydio	Music Action International	Wigan STEAM CIC
Global Grooves	Octagon Theatre	Z-Arts
GM Arts	Old Courts	

Despite many being unable to open their doors through most of 2020, these organisations delivered phenomenal activity, in the most difficult circumstances. They entertained residents online and continued established creative projects and provided educational activities for our young people through lockdown. They sewed and manufactured PPE, delivered food parcels and rang and visited our most vulnerable residents to reduce social isolation. These organisations also supported their staff and the wider creative community, providing paid work for artists and freelancers unable to access government support and hosting weekly drop-in sessions to support the careers and mental health of our brilliant artists, musicians, curators and technicians. An overview of the activity delivered by the Portfolio throughout 2020 is available in Our Year In Culture, 2020/2021.

While restrictions remain in place, we will ask these organisations to continue delivering this vital work, as well as supporting them to unlock and provide physical creative opportunities for our residents as restrictions ease. These organisations will be vital Greater Manchester's collective recovery. This will include supporting residents' physical and mental health, helping them make sense of the global, national, local and personal impacts of Covid-19. When permitted, these organisations will also help with the recovery of our places and have a vital role to play in increasing resident confidence to return to our high streets and town and city centres and in bringing life and vibrancy to our public spaces, especially places that have seen retail closures and significant reduction in occupancy of commercial space. While we gradually unlock, and, again, when it is safe to do so, these organisations will be key in attracting local, national, and international visitors to our city region, maintaining our global reputation as a centre of creative excellence, and encouraging use of our brilliant hospitality businesses, from hotels and restaurants to bars and cafes.

Organisations will be asked to focus delivery in 2021/22 in the following areas; providing paid employment for artists and freelancers; providing activity for GM residents, especially in relation to mental health, education, physical health and reducing inequality; and working with and in our high streets, town and city centres. The GM Culture Portfolio will continue to deliver themes referenced throughout this paper, helping our places and residents to heal; marking and making sense of the events of the past year.

GM GREAT PLACE PROJECT

In 2017 GM was one of 16 places awarded funding by Arts Council England and National Lottery Heritage Fund, to 'pilot new approaches to local investment in arts and culture'. 2021/22 will be the last year of Great Place funding, so it is vital that we use this time to secure the legacy of Great Place and embed the learning and new partnerships and approaches developed throughout the project.

Since the start of Covid-19, Great Place has delivered a significant amount of activity. This has included Old Frame New Picture; a photography competition and billboard campaign to challenge narratives around ageing. Using supermarket billboards, this managed to reach an audience of 84,000 with 1.6 million impressions, even during lockdown. Creative Care Packs was developed in response to the pandemic and brought together 50+ cultural organisations, all ten local authorities and their community response hubs, the voluntary sector and more than 300 volunteers to develop and deliver more than 50,000 packs of creative activities, ideas and materials to digitally excluded residents in GM, including school children, young adults and older residents.

There is also a significant amount of activity that was unable to be delivered in its planned format, due to restrictions in place across the city region and before September 2021, we will deliver this activity in a Covid safe manner. This includes This Place of Mine; a partnership with FutureEverything and young people in Beswick, Stalybridge, Oldham, Leigh and Rochdale to co-imagine the future of our high streets and town centres through digital art, culture and creativity; Back in the Closet; exploring homophobia in older person's residential schemes in partnership with housing associations and LGBT Foundation and Escape Room; an immersive theatre experience co-created with and for autistic young people in partnership with Libraries GM. While these projects are delivered and evaluated, the main focus of Great Place activity to September 2021 and beyond, will be to continue to develop and secure strategic partnerships and activity to support and improve the health and wellbeing of our residents through creative engagement.

In March 2020 we published 'A Social Glue'; a report commissioned by GMCA and delivered by Manchester Metropolitan University exploring Greater Manchester as international leaders in culture, health and wellbeing practice and then setting out recommendations on how to build on this for both the benefit of the cultural sector and the residents of Greater Manchester under the banner of GM: Creative Health City Region. A Social Glue suggests that cultural resources may offer a key to nurturing hyper-local solutions to city-region issues and critically, that through co-design, people can identify the issues *and* be the means of change. It makes clear, that *now is the time* to capitalise on growing international awareness around the potency of culture to influence mental and physical health and the factors that underpin wellbeing. This research and associated delivery plan, strategic partnerships with GMHSCP and a strategy for Creative Ageing in GM which includes investment in CADA; England's Creative Ageing Development Agency based at the UoM, will be a key legacy of the Greater Manchester Great Place Programme.

DIGITAL CONNECTIONS

Throughout 2020, while we were unable to meet or create or be entertained physically, many cultural organisations developed enterprising digital solutions. While digital should never completely replace live entertainment or face-to-face interaction, and we must continue to reach out to connect to digitally excluded audiences, artists and residents, digital developments necessitated by COVID-19 have opened-up new ways of working, new local, national and global audiences and partnerships, and will provide new solutions to long-standing problems. GMCA will prioritise digital development and delivery in the first six months of 2021, before moving to a hybrid model, when reduced restrictions allow, through two trailblazing digital projects, United We Stream / Stream GM and GM Creative Connections.

Instigated by the GM Mayor and GM Night Time Economy Adviser Sacha Lord, United We Stream produced and streamed quality artistic content, raising more than £600,00 for people impacted by COVID-19. In nine months, UWS produced and broadcast 48 shows, had more than 20m views and provided a platform for more than 400 artists and creative organisations to entertain and excite and reach new global audiences. As joint leaders (with Berlin) in the United We Stream global network, the largest clubbing and creative brand in the world, we will develop the legacy of United We Stream, transitioning into StreamGM, an ethical live-streaming platform, platforming and promoting the very best talent in Greater Manchester, while developing a best-practice framework for live streaming that focusses on fair payment and rights contracts for creatives and shares learning and experience with organisations across the country. In April 2020 we will launch StreamGM at the Digital Cities Festival and will produce at least four digital showcases a year.

Throughout 2020 the GMCA culture team took part in hundreds of conversations around how we might best support individual artists and creative freelancers through the pandemic and beyond. While we were able to provide some financial support to individuals, through the Creative Commissions project, it became increasingly clear that our limited time and resources could be better used strategically supporting individuals to find paid opportunity, connecting them with commissioners, producers and casting directors looking for talent. In collaboration with the sector, and with considerable consultation with freelancers, we developed the Creative Connections concept, a website that allows designers, actors and creative practitioners and musicians and sound techs based in GM to upload a profile that lists their experience, qualifications, availability, the type of work they want to do and how far within GM they would be willing to travel for work. Theatres, festivals, museums, galleries, schools and local authorities would then sign up to search for 'creatives' to hire. To use the service, employers would have to sign up to some best-practice employment terms, linked to the Good Employment Charter. The site will also list spaces and services available for hire across the city region.

Creative Connections will 'open up' the employment pool at a critical time, so organisations don't just hire people they've already worked with, helping to improve diversity of opportunity. Research and feasibility was undertaken in early 2021. A tender brief for development of the website will be issued in April 2021, with a soft-launch for the site planned in Summer 2021.

COMING TOGETHER

Throughout 2020, the priority for national and local government, public services and all our residents, was dealing with the immediate impact of the pandemic, whether that was the implementation of measures designed to reduce the spread of Covid-19 or dealing with the personal impact of the Pandemic; be that personal loss, illness or poor mental health or trying to manage competing priorities of working from home while caring for or educating loved ones.

As we start to emerge from this immediate crisis management, we are able to start to think about what we lost while we were living through lockdown; one of the key areas being the enjoyment of enjoyable collective experiences. This desire for collective experiences, combined with the decline of the traditional high street and the need to attract people back to our town and city centres provides us with an exciting opportunity, from Summer 2020 onwards, to use culture to bring vibrancy back to our places and bring people together in joyous shared experiences. We will focus our activity in this area in two key ways; delivery of the inaugural Town of Culture in Bury and planning for the second iteration of the event and through our Creative Improvement District framework.

In December 2019, we announced that Bury would be the first GM Town Of Culture, with activity planned for the summer of 2020. When the first UK lockdown was announced in March 2020, it quickly became clear that activities would not be deliverable as planned and, while some activities were put online, the majority were subject to repeated postponement throughout the year, before the decision was made by GMCA in Autumn, 2020, to postpone celebrations to 2021. In April 2021 we will announce the full physical programme for Bury's Town of Culture celebrations, keeping the festival's original title and theme, Happy. Throughout the year, as lockdown eases, we will work with Bury Council to deliver their Town of Culture Programme, with a series of high-profile, joyous events that celebrate and promote talent in the borough and attract visitors, from GM and beyond to the town. In Autumn, 2021, we will invite applications to be GM's Town of Culture 2022, with the intention of announcing the winner in Winter, 2021.

While we are celebrating and promoting Bury's excellent programme, we recognise the need to work with and in other GM districts to support their cultural ambitions. In 2019 the GM Culture and Night Time Economy team commissioned the Centre for Local Economic Strategies to develop a framework that would inform our work with districts in this area. As Levelling Up, Towns Funds, Heritage High Streets and many more government programmes recognise the importance of culture and creative businesses in revitalising the high street, we will use the Creative Improvement Districts framework to shape our conversations and work with districts, using the distinctive assets and resources in districts to co-develop programmes that respond to and support local plans. There is also significant opportunity to harness the potential of much-loved heritage assets in our towns, city centres and high streets, working with National Lottery Heritage Fund, Historic England and Arts Council England through schemes like Heritage Action Zones and Historic High Streets. We tested our approach in the final round of ERDF which resulted in significant investment in Islington Mill. The Creative Improvement Districts report states that;

The high streets of the UK's towns are experiencing a period of turbulent change. The twin forces of internet shopping and out of town retail mean that the halcyon days of high streets populated by national brands are long gone and unlikely to return. In response, many local authorities are now developing plans for a future for their high streets that incorporates a mixture of uses and are looking beyond the economic value once produced by big name

retailers and towards a future in culture, food and beverage, night time economies and services uses.

The pandemic has exacerbated some of the issues that were present pre-crisis. The so called 'death of the high street' - a pre-pandemic trend towards lower occupancy rates of retail and leisure spaces evident in many towns and cities across the country - has intensified as a result of the government-mandated closure of these businesses and the resulting increase in reliance on internet shopping. Local authorities are hence ever more receptive to ideas which have the ability to maintain and increase growth and employment whilst breathing life into neglected looking high streets.

The cultural and night time economies play a central role in developing distinctive and valuable place brands that, in turn, sell places to multiple stakeholder audiences: residents, tourists, investors and government funders.

Through our Creative Improvement District framework, we will work with places to establish incentives, from business and comms support and use of space to support in securing event licences and grants, depending on the levers available at local authority level, that will support and attract musicians, music venues, festivals and pop-up events, increasing the vibrancy of our town and city centres and high streets, providing spaces to create and show the significant talent we have in Greater Manchester.

We will work with colleagues in the GM Ageing Hub, PSR and GMHSCP to explore new models for place-based working, including the role of the cultural sector in neighbourhood service delivery. Post Covid, and with the potential reluctance of the population to travel great distances, new delivery models will be essential for the sustainability of the cultural sector.

HEALING

As we emerge from the immediate impacts of the pandemic, throughout 2021, we will need to find ways to make sense of the unprecedented events of 2020 and start to heal, individually and collectively, from what has been a terrible year. We will develop and deliver schemes and programmes that support the physical and mental health of our residents and that start the healing process, that will last for many years to come.

As previously mentioned, supporting the physical and mental health of our residents, through research, strategic partnerships and co-developed and delivered activity, will be a key legacy of Greater Manchester's Great Place project. We will deliver the recommendations in 'A Social Glue' and work with cultural organisations in GM, with GMHSCP and leading practitioners and academics, to provide opportunities for our residents, including social prescribing and other creative health opportunities across the life course and across both the health and care sectors. We will build on our work with GM i-THRIVE to develop a creative mental health offer for children and young people which can be delivered in partnership with the cultural sector and we will deliver the first ever social prescribing pilot in four GM sixth form colleges in partnership with Street Games, Curious Minds and the Association of Colleges.

Through investment in CADA, the National Creative Development Agency, based at the University of Manchester, we will continue our partnership with the GM Ageing Hub, leading and delivering internationally significant research and lines of enquiry that support our residents to age well, by staying creative in older age.

As well as direct impact on the physical and mental health of our residents, COVID-19 has instigated important conversations around equality and human rights. Prior to the Pandemic, the Robert Kennedy Foundation had planned to host its inaugural Ripples Of Hope Festival in Greater Manchester and had been co-developing an internationally-significant programme with GM residents and working with young people in schools across the city region to explore what human rights means in GM. The Festival, which was postponed in 2020, provides a timely opportunity to pick up those conversations across GM. We will invest in the Festival, curated by Jude Kelly and with confirmed speakers including Marcus Rashford, to maximise impact across GM with a focus on the following themes; Dignity and Justice, Culture, Participation, Equality and Environment.

PLANNING FOR THE FUTURE

As we deliver the activity outlined above we will also undertake research and strategic activity to plan our support for culture in Greater Manchester from 2022 onwards.

GREATER MANCHESTER MUSIC REVIEW

In 2019, UK Music and GMCA published the Greater Manchester Music Review which included 10 recommendations on how the city region could support and develop music in Greater Manchester. Where recommendations don't feature in our broader plans (eg GM Culture Portfolio, Creative Improvement Districts, StreamGM) we will develop activity that supports their delivery.

Greater Manchester's musical strength comes from its diversity, from our bands and orchestras to our DJs, MCs and solo singer-songwriters, from our grass-roots venues, to our arenas and music festivals. In recognition of this diversity, and to ensure that that all artists, genres, record labels and venues have opportunity to be heard and influence policy. One of our first actions will be to establish the GM Music Commission. The commission will meet three times a year to discuss how we can build on the legacy of Greater Manchester's musical history and ensure that talent can flourish in the future.

In-between meetings, the commission will support the sector with advice and advocacy, representing our great city region in local, national and international discussions, ensuring that our artists, bands, venues, orchestras, festivals, teachers, studios and labels have a voice. A call-out for members of the commission will take place in Summer 2021 and the first meeting will take place in Autumn 2021, before a regular cycle of meetings, in January, May and October, begins.

One of the first tasks of the Commission will be to explore how to best support talent in Greater Manchester, bringing together partners, funders, schools and colleges and businesses to establish clear career routes for talented individuals, artists, promoters, practitioners and technical staff. GMCA, Arts Council England, PRS, Princes Trust and DFE, through Music Education Hubs, already make significant investment in talent in our city region. Rather than duplicating any existing funds, we will explore how to maximise the impact of this investment and these opportunities in Greater Manchester, making career pathways clear.

To demonstrate our commitment to talent in Greater Manchester, once a year, the team behind United We Stream will put on a showcase of the very best emerging talent in the city region. The Greater Manchester Music Showcase will feature talent from all ten districts, either on stage or behind the scenes, providing paid opportunities for artists in Greater Manchester who get to showcase their talent on a global stage.

CHAT MOSS

Chat Moss is a large area of agricultural land, nature reserves and wetlands that makes up part of the City of Salford, Metropolitan Borough of Wigan, Warrington and Trafford MBC in Greater Manchester and Cheshire. The area is surrounded by significant heritage assets and visitor attractions from RHS Bridgewater to Lancashire Mining Museum and the GM Wetlands. The area is under disparate ownership but has significant potential as a significant attraction adding value to the assets it sits at the heart of. Many partners, from Peel Holdings, to the Lancashire Wildlife Trust, local authorities and GMCA and the Walking and Cycling Commission are committed to working together to increase the profile, use and accessibility of the area. We will invest in and support this partnership, recognising its potential to be a significant attraction for residents and visitors, with a view to securing external funding to support its development.

VOLUNTEERING

As we emerge from the Pandemic, we need to properly recognise the significance of cultural volunteering in Greater Manchester. Many of our volunteer-led amateur and heritage organisations have been unable to access government funding and many of our volunteers are reluctant to return to volunteering roles, even when vaccinated. We will work with the VCSE sector, cultural organisations and existing volunteer networks to investigate the best way to support sustainable volunteering, recognising the importance of volunteering to physical and mental health, skills development and intergenerational skills exchange, talent pathways and the sustainability of many cultural and heritage organisations across our city region.

COLLECTIVE ACTION

Another priority during this period will be making the most of shared experience, resource and networks, especially in relation to marketing and audience development and formal and informal education. We will work with cultural organisations across the conurbation to share audience intelligence and insight and develop shared, thematic 'seasons' of activity, communicating clearly with our residents about activities on offer across Greater Manchester. We will also work with these organisations, Arts Council England, Curious Minds and Local Education Partnerships to support our young people in any attempts to increase wellbeing support and/or catch-up with education missed as a result of the pandemic, supporting national programmes expected to take place throughout the summer holidays.

FUTURE CULTURAL INVESTMENT IN GM

GMCA's funding package for the cultural sector was agreed between April 2020 and March 2022. GMCA's Culture Strategy runs until March 2024. Throughout 2021, we will work with key stakeholders in all 10 districts and investment partners, including Arts Council England and National Lottery Heritage Fund, to establish the best way to support the sector and empower our residents to enjoy our world-class cultural offer, cognisant of increasing pressures to local authority funding. By late Summer, 2021, we will have developed a range of proposals for future GMCA culture funding for March 2023 onwards, recognising that if there are to be changes to the portfolio, we will need to let organisations know if they need to apply by Autumn 2021.

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Date: March 2021

Subject: Preparations for COP26

Report of: Councillor Andrew Western, Portfolio Lead for Green City Region and Alison McKenzie-Folan, Portfolio Lead Chief Executive for Green City Region

PURPOSE OF REPORT:

To provide GMCA with an overview of the opportunity for Greater Manchester presented by COP26 UN Climate Change Conference of the Parties (COP26) in Glasgow on 1-12 November 2021. The paper outlines how, working in partnership, GM hopes to utilise COP26 to exemplify Greater Manchester as a premier Green City.

RECOMMENDATIONS:

The GMCA is requested to:

1. **Note and comment on the paper which is presented for information to ensure Leaders are aware of activity to date and the current collaboration and potential partnership opportunities that are being explored.**

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<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

Equalities Implications:

There is no significant differential impact of these proposals on protected groups. Any materials produced for COP26 will be developed in line with accessibility protocols.

Climate Change Impact Assessment and Mitigation Measures –

1. *Every effort will be made to minimize direct and indirect carbon emissions produced as a result of GM’s engagement with COP26.*
2. *The limited unavoidable carbon emissions resulting from public transport utilized in association with the event and embedded energy in the production of materials will hopefully be more than offset through the behaviour change stimulated from the advanced communications activities.*

Risk Management:

There are no significant risks emanating from this proposal.

Legal Considerations:

There are no significant legal implications of this proposal.

Financial Consequences – Revenue:

There will be financial implications for GMCA revenue budgets. GMCA has already approved £30k for a GM Green Summit in 2021. Any additional activities agreed will need to find revenue funding, including from external partners, in addition to existing time from GMCA and District Officers.

Financial Consequences – Capital:

There are no capital funding implications of this proposals.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

This has not yet been discussed at Scrutiny.

BACKGROUND PAPERS:

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

GM Transport Committee	Overview & Scrutiny Committee	
	12 th November 2020	

1. INTRODUCTION/BACKGROUND

- 1.0 For the first time, the UK will host the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow on 1-12 November 2021. The climate talks will be the biggest international summit the UK has ever hosted; bringing together heads of state, climate experts, young people, civil society, trade unions, faith groups and Indigenous Peoples to agree coordinated action to tackle climate change.
- 1.1 Since 1995, government representatives from around the world have gathered annually for the UN Climate Change Conference (often referred to as the Conference of the Parties, “the COP”). At COP21, hosted in Paris, world leaders committed to a historic agreement to hold the increase in the global average temperature to well below 2 °C above pre-industrial levels and to pursue efforts to limit the rise to 1.5 °C. They also agreed to step up efforts to adapt to the impacts of climate change and to make finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.
- 1.2 At COP26, governments, businesses, cities, the scientific community, and civil society will work together to accelerate the transformation of our economies, deal with the inevitable impacts of climate change, and bend the curve on global emissions.
- 1.3 The UK is committed to fulfilling the potential of the Paris Agreement by facilitating a balanced negotiated outcome that accelerates climate action by encouraging Parties to submit ambitious Nationally Determined Contributions (NDCs) and long-term strategies, increased commitments on climate finance and real economy change. At COP26, the UK is seeking to bring governments, business, civil society, and young people together to accelerate progress on the following shared challenges of climate change:
- Adaptation and resilience - to help communities adapt to, and prepare for, the worst impacts of climate change.
 - Nature- to safeguard and restore natural habitats and ecosystems to preserve the planet’s biodiversity.
 - Energy transitions- to accelerate the clean energy transition by encouraging the use of cheaper renewables and storage.
 - Clean Transport- to clean our air by speeding up the global transition to zero emission vehicles.
 - Finance - to encourage our financial systems to be cleaner to unlock growth and create green jobs.
 - Cities and built environment to unlock the key role that cities and buildings play in the pathways to net zero.

2.0 THE COP26 SUMMIT

- 2.1 Hosted in Glasgow, COP26 will be delivered across two sites - the Scottish Events Campus (SEC) (referred to as the Blue Zone) and the Glasgow Science Centre (known as the Green Zone). The two sites are 9 minutes apart and accessed via a bridge.
- 2.2 The **Blue Zone** is an UN-managed space which hosts the negotiations. The space brings together delegations from 197 Parties, alongside observer organisations to share their stories at panel discussions, side events, exhibits, and cultural events. All attendees within the Blue Zone must be accredited by the UNFCCC.
- 2.3 The **Green Zone** is managed by the UK Government, and is a platform for the general public, youth groups, civil society, academia, artists, business, and others to have their voices heard through events, exhibitions, workshops and talks that promote dialogue, awareness, education, and commitments. However, a decision will be made in March regarding delivering the Green Zone virtually and scaling back the floorplate of the conference due to the pandemic.
- 2.4 Marketing Manchester (on behalf of the GM Green City Partnership), MMU, Manchester University, Salford University have each applied for observer status at COP26. If successful they would have access to the 'secure' Blue Zone. This is GM's preferred location. Observer status accreditation will be announced in May.
- 2.5 It is believed that Core Cities are being allocated space in the Green Zone by Glasgow City Council. This will be predominantly to hold an investment summit focused on green recovery with Core Cities and London. Government's Cities Catapult are involved and helping to fund.
- 2.6 Proposals to host events and requests for exhibition space in the Green Zone can be made in-line with 5th March deadline. There is no limit to the number of Expressions of Interest which can be submitted and there are likely to be several Eols that Greater Manchester is involved in.

3.0 GM PROPOSALS FOR COP26

- 3.1 Greater Manchester is currently working with Liverpool City Region, Cheshire and Warrington LEP, Net-Zero North West (Industrial Cluster Decarbonisation) and Energy Network Operators (Electricity Northwest, Cadent and Scottish Power) to develop a collective expression of interest for submission in March. It is believed that the best proposals will be elevated to the Blue Zone.
- 3.2 The partners above have agreed the following key messages:
 - This is a unique partnership, bringing together political leaders, local enterprise partnerships, local energy infrastructure providers, and industry
 - NW partners are coming together to set out a collective roadmap for net zero in the North West, and this can only be strengthened with diverse involvement from other public and private sector partners across the region

- We will be the first UK region to have a cohesive plan to be carbon neutral by at least 2040, establishing a blueprint for others to follow
- A unified energy masterplan for the region will inform and influence North West organisations and key stakeholders, acting as a catalyst to rapidly accelerate low-carbon energy solutions
- We will work with our businesses and communities to enable the transition to low-carbon energy solutions and to ensure they benefit from it. We are working together to quantify those wide-ranging benefits, including the economic benefits
- Whilst different sectors across the region may require different energy solutions, it is vital that we act now to drive adoption of low-carbon technologies (hydrogen, wind, tidal, solar, nuclear, heat, energy efficiency) for the future resilience of the region
- Ahead of COP26 in November 2021 we are establishing the North West as the UK leader in regional climate action, informing and leading national and international conversations about climate action

These key messages were communicated in a launch conference held on 22nd February.

- 3.3 A small group has been formed to translate the above into an attractive proposition to put into an EoI for submission to COP26. Current thinking includes using the hook “Northwest England presents: The Essential Revolution”. The NW is a region with innovation and change in its DNA. From the industrial revolution of the 1800's to the cultural revolution of the 1960's, from Ada Lovelace to John Lennon, this is a place which drives change through action. The final proposition is likely to be innovative in nature and include events, films and podcasts. For Greater Manchester specifically, it is likely that we will focus on our activities on topics surrounding decarbonisation of transport, retrofit of buildings for energy efficiency and smart energy innovation.
- 3.4 In addition, consideration is being given to submitting a GM specific Expression of Interest on behalf of the GM Green City Region Partnership. This is likely to include a digital piece of content, a documentary style film outlining the how Greater Manchester has established the first City-region clean growth mission for carbon neutral living. This would be screened at COP26 but have a much wider and longer legacy. The digital piece would be delivered with a range of key partners across Greater Manchester including the Universities. A series of events are also being explored which can also be delivered with key GM Partners. There is also a potential opportunity to work collectively with the M9 and Glasgow to host a Mayoral event in the Glasgow civic centre (tbc).
- 3.5 In advance of COP26, it is intended to host a number of local events and communication campaigns which are still in the early stages of planning:

Events

- A Greater Manchester business Expo at Manchester Central, organized by Marketing Manchester – live (potentially July tbc) focused on engaging businesses
- A Greater Manchester Green Summit – virtual (October) focused on engaging citizens
- A Northwest Pre COP Summit - virtual (October) with wider NZNW partners

Communications Campaigns

- Behaviour Change Campaigns – linked to national business/citizen campaigns – lead by GMCA
- Green GM – led by Marketing Manchester – focus on GM's outstanding attributes

3.6 International elements of COP26 will focus on three key areas:

- Finding common cause with other city-regions by leading and supporting joint activity that helps amplify our COP objectives as well as enable us to share our climate ambitions and credentials.
- Develop new and build on international partnerships that support the delivery of GM's International Strategy.
- Support where appropriate on the coordination of market specific activity with MIDAS and DIT with the Mayor's key priority markets – Ireland, Japan, Germany, the US as well as independently, Bangladesh.

4.0 FINANCIAL IMPLICATIONS

4.1 GMCA has previously agreed a small budget for the delivery of the 5 Year Environment Plan from retained business rates. There is currently £30k assigned for hosting a Green Summit in 2021. Previous experience suggests that this is sufficient to cover the marketing and communications costs of a GM focused event. In addition, approximately £10k has been assigned for the development of communications material, which will be tailored to the specific audiences we aim to target in GM and will support the wider communications campaigns to residents and GM stakeholders.

4.2 Our partnership with NW Net Zero partners suggests that, to have a substantial presence at COP26, a budget of £250k will be required, to be split between the partners. There are also opportunities to engage with private sector partners to bring in sponsorship. As GM is also considering a separate EOI specifically for the City Region, a similar budget requirement is anticipated and needs to be sourced, however the sponsorship opportunities do overlap between the NW and GM EOIs.

4.3 We will not know the outcome of the EOI process until May 2021, when likely costs can be finalized. GM Environment Team and Marketing Manchester will work with GMCA's Treasurer to consider where funding may be sourced at that time and come back to GMCA for approval as necessary.

5.0 OPPORTUNITIES/RISKS

5.1 The key risks include:

- There are few significant risks associated with these proposals, other than the reputational risk of not being visible or present.
- GMs inclusion in multiple EOIs reduces the risk of not being present at all, however the costs of being present will need to be rationalized once EOI acceptance is known in May 21.

5.2 The key opportunities include:

- Using COP26 to encourage our businesses and citizens are moving towards more sustainable business practices and lifestyles.
- Establishing Greater Manchester as a leading Green City Region to attract interests from global partners, future project delivery and opportunities for inward investment.

6.0 RECOMMENDATIONS:

The GMCA is requested to:

- 1. Note and comment on the paper, which is presented for information to ensure Leaders are aware of activity to date and the current collaboration and potential partnership opportunities that are being explored.**

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Date: March 2021

Subject: Green Homes Grant Local Authority Delivery Scheme Phase 2

Report of: Councillor Andrew Western, Portfolio Lead for Green City Region and Alison McKenzie-Folan, Portfolio Lead Chief Executive for Green City Region

PURPOSE OF REPORT:

To seek approval for GMCA to bid for an additional cr£17m Government funding from the 'Green Homes Grant: Local Authority Delivery' (GHG:LAD) Phase 2 fund from Local Energy North West (the regional accountable body) , on behalf of Greater Manchester Local Authorities and Registered Providers.

RECOMMENDATIONS:

The GMCA is requested to:

1. Agree GM Local Authorities should collectively bid for an additional cr£17m of Green Homes Grant, to expand our existing Green Homes Grant funded programme from £10.3m to cr£27m and extend delivery timescale from September to December 2021.
2. Agree GMCA should be the accountable body for the bid on behalf of GM Local Authorities and Registered Providers.
3. Subject to a successful award, delegate authority to the GMCA Treasurer and Monitoring Officer to contract with Local Energy North West to receive and defray the funds to partners and procured delivery partner(s).
4. Note that equalities impact from this proposal will be managed via utilising delivery companies with robust equality policies, and the environmental outcome is to substantially reduce the carbon emissions from approximately 1500 homes in Greater Manchester.

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BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Implications:

The impact on equalities is low as the funding will be expended through an established framework, with delivery companies who will have their own equalities policies.

Climate Change Impact Assessment and Mitigation Measures –

- 1. If the funding bid is accepted, the actual emission reductions will be compared against those estimated at feasibility stage. Wherever possible, local delivery organisations with reduced travel distances will be used.*
- 2. Emissions could be reduced further by insisting that the procured delivery organisation only used ULEV for their business travel, however this is not thought practicable at this time.*

Risk Management:

The Grant Offer is likely to have conditions on utilization of the funds for their intended purposes and within the delivery timescales set. It will be a challenge to deliver this commission within these timescales, which will require proactive management. This has been communicated to all Districts/partners.

Legal Considerations:

If the bid is successful, the Grant Offer Letter will be reviewed with GMCA Legal to ensure that our legal liabilities are met with respect to passing grant through to Local Authorities and other third parties as required. Discussions have been held with GMCA Procurement Team on the procurement processes necessary to expedite delivery.

Financial Consequences – Revenue:

There are no financial consequences for GMCA revenue budgets. The bid will include an element of revenue funding for project management however this will need to be supplemented with time from existing GMCA and District Officers. GMCA will receive and disburse grant either directly, or via pass-through grant to Districts and other partners under a back to back agreement.

Financial Consequences – Capital:

Funding for Capital works will subject to a successful application. GMCA are aiming to achieve a programme which is 100% grant funded.

Number of attachments to the report: 0**Comments/recommendations from Overview & Scrutiny Committee**

This was formally discussed at Scrutiny Meeting on 4th February. Members were supportive of measures to increase energy efficiency in fuel poor homes.

BACKGROUND PAPERS:

See previous GMCA paper on Green Homes Grant – Local Authority Delivery

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		no
GM Transport Committee	Overview & Scrutiny Committee	
N/A	4th February 2020	

1. INTRODUCTION/BACKGROUND

1.1 As part of the Summer Fiscal stimulus, Government announced £2bn funding for domestic retrofit projects. £1.5bn of this will be distributed by a national voucher scheme for 'able to pay' householders. Government also announced, on 4th August, that £0.5bn would be delivered through for a Green Homes Grant to be delivered by English Local Authorities in two phases:

- Phase 1a – GMCA has already been successful in receiving a £4.7m award
- Phase1b – GMCA has already been successful in receiving a £5.6m award
- Phase 2 – bids for a share of £300m – from April 2021, to be funded via regional energy hubs.

1.2 The funds aim to raise the energy efficiency of low-income and low EPC rated homes (those with Band E, F or G) including those living in the worst quality off-gas grid homes, delivering progress towards reducing fuel poverty, the phasing out the installation of high carbon fossil fuel heating and the UK's commitment to net zero by 2050. BEIS have recently confirmed that EPC 'D' rated properties can also be included as long as they are not the focus of the bid.

1.3 Funding to owner occupied eligible households will cover the full cost of upgrading a home and the expected average cost of upgrades should not exceed £10,000 per property. The scheme expects landlords eligible for funding (private and social) to provide at least 33% contribution towards the cost of the upgrades and the subsidy should not exceed £5,000 on average per household. A number of GM social landlords have already expressed interest in the scheme.

1.4 Where proposals cross LA boundaries, a consortium bid should be submitted. Where a bid is from a consortium, a lead LA should be agreed (GMCA is eligible), and this LA should submit the proposal on behalf of the consortium. Greater Manchester Authorities already collaborate in this area, via the GM Retrofit Group (Chaired by Stockport) to deliver the Warm Homes Fund. Individual Authorities could bid independently, however most have limited capacity. GMCA has a track record of

bidding for and delivering with LAs, similar award winning programmes, to achieve economies of scale.

1.5 Following successful bids by GMCA to the GHG (LAD) Phase 1 Fund, it is now proposed that GMCA bid for an additional cr£17m Government funding from the 'Green Homes Grant: Local Authority Delivery' (GHG:LAD) Phase 2 fund from Local Energy North West (the regional accountable body), on behalf of Greater Manchester Local Authorities and Registered Providers.

2.0 PROGRESS

2.1 The existing GM Green Homes Grant (LAD) Phase 1a programme is progressing well. As of February 25th, we had over 2000 leads generated, with 885 confirmed as pre-qualified to proceed through to survey. This has in turn led to 405 energy and 35 technical surveys being completed to date.

2.2 The month of March will see the energy/technical surveys proceed to installs, with all Phase 1a activity being completed by May. The remaining leads generated as part of Phase 1a will where qualifying be utilised to commence the delivery of Phase 1b (March – September).

2.3 If a further bid for GHG (LAD) Phase 2 is successful, the cr£17m programme will aim to deliver:

- 1500 additional fuel poor homes retrofit
- The installed measures will include, External wall insulation, Air Source Heat Pumps, Solar Thermal / Photovoltaic, doors and windows

2.4 There is a requirement to ensure all contractors recruited for the project have been procured through fair and open competition. It is proposed that Greater Manchester Combined Authority undertake a procurement (subject to funding) using an existing OJEU procured framework to secure a delivery partner capable of providing the required domestic retrofit activities.

2.5 The procurement will need to take into account the fact that GMCA has already been successful with phase 1a and 1b submissions. With limited timescales for preparing a bid, initial discussions have been held with Fusion 21 about utilising their existing procurement framework to deliver up to £12m of GM GHG LAD Phase 2 delivery.

3.0 OPPORTUNITIES/RISKS

3.1 The key risks include:

- The timescale to procure a delivery partner is very tight. To mitigate this we intend to utilise an existing OJEU procured framework to secure a delivery partner capable of providing consistent delivery in-line with our existing GHG:LAD programme.
- The criteria for the scheme is quite restrictive (EPC rating D,E,F,G and income <£30kp/a) and finding suitable candidate homes will be challenging.

- The timescale for delivery is also very short (6 months) and identifying suitable candidate homes and securing access for work will be challenging, as we face periods of uncertainty.
- The requirement for private landlords to contribute 33% of cost will limit its appeal. The scheme is therefore most likely to appeal to fuel poor homeowners who cannot afford to match fund the voucher scheme and social landlords who have the available match and can demonstrate they meet state aid rules.
- To deliver the programme we would need to recruit additional capacity to support its delivery (by end April) although there would be an opportunity for secondments from Districts. This resource would be funded through the administrative element of the funding (see financial implications)
- If GM does not bid for Phase 2 GHG:LAD funding, it may hamper our credibility to win future funding e.g. Home Upgrade Grants, as BEIS are likely to favor programmes that have shown a track record of delivery and can provide continuity of delivery

3.2 The key opportunities include:

- Potential to bid for cr£17m additional Government Funding to support GM fuel poor residents and reduce carbon emissions
- Opportunity for Districts to collaborate with consequential efficiencies of scale
- Opportunity to link the GHG offer to local apprenticeships and employment initiatives
- GM has access to new housing stock data that should help to prioritise marketing of the offer to residents.
- Feedback from the GM Retrofit Group confirmed the appetite from District officers for a GM consortium bid, as long as it were to be led by GMCA (i.e. no appetite or capacity for one LA to lead a bid on behalf of others).

4.0 FINANCIAL IMPLICATIONS

If the bid is successful:

- 4.1 Local Authorities may use up to 12% of grant funding to fund administrative, delivery and ancillary works.
- 4.2 This could be used to fund a central co-ordinating function, local marketing and quality assurance. There is no financial requirement on Districts, although District Officers will need to work with the central coordinating team to identify and market the opportunity to residents.
- 4.3 Successful bids will be paid in 2 instalments; an upfront 50%, with a further 50% of the Grant being paid within in 10 days following submission of the third monthly report. GM Districts and the social Housing/Registered providers would draw down their funds from GMCA under a 'on funding' agreement, monthly, backed up by reporting and expenditure evidence claims.

5.0 RECOMMENDATIONS:

The GMCA is requested to:

- 1. Agree GM Local Authorities should collectively bid for an additional cr£17m of Green Homes Grant, to expand our existing Green Homes Grant funded programme from £10.3m to cr£27m and extend delivery timescale from September to December 2021.**
- 2. Agree GMCA should be the accountable body for the bid on behalf of GM Local Authorities and Registered Providers.**
- 3. Subject to a successful award, delegate authority to the GMCA Treasurer and Solicitor to contract with Local Energy North West to receive and defray the funds to partners and procured delivery partner(s).**
- 4. Note that equalities impact from this proposal will be managed via utilising delivery companies with robust equality policies, and the environmental outcome is to substantially reduce the carbon emissions from approximately 1500 homes in Greater Manchester.**

GREATER MANCHESTER COMBINED AUTHORITY

Date: 26 March 2021

Subject: Transport Strategy Delivery Updates

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

PURPOSE OF REPORT:

Following the approval by the Combined Authority of the revised 2040 Transport Strategy in January, this report sets out progress made against the agreed delivery programmes for active travel and electric vehicle charging infrastructure, alongside a report back on the outcome of the recent consultation on the Manchester/Salford City Centre Transport Strategy.

RECOMMENDATIONS:

The GMCA is requested to note the report.

CONTACT OFFICERS:

Simon Warburton simon.warburton@tfgm.com

Equalities Implications:

The 2040 Transport Strategy was the subject of a full Impact Assessment, details of which are available at www.tfgm.com/strategy

The reports here set out how each activity contributes to Greater Manchester's equalities policies.

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

Climate Change Impact Assessment and Mitigation Measures

The 2040 Transport Strategy was the subject of a full Impact Assessment, details of which are available at www.tfgm.com/strategy

Risk Management:

Specific risk considerations are set out in each report here.

Legal Considerations:

Specific legal considerations are set out in each report here.

Financial Consequences – Revenue:

Specific financial considerations are set out in each report here.

Financial Consequences – Capital:

Specific financial considerations are set out in each report here.

Number of attachments to the report:

Three reports follow this summary paper, covering:

Comments/recommendations from Overview & Scrutiny Committee

None to record

BACKGROUND PAPERS:

The 2040 Transport Strategy and supporting documents at www.tfgm.com/strategy

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

1. INTRODUCTION/BACKGROUND

- 1.1 As Members will recall, GMCA approved an updated 2040 Transport Strategy and Delivery Plan (the statutory Local Transport Plan) at the GMCA meeting in January. The Strategy builds on the vision for an integrated transport network, as articulated in Our Network.
- 1.2 In addition to achieving this vision for integration across the transport network, Greater Manchester is committed to securing an improved travel offer across all parts of the network. The following reports provide an update on progress that is being made across three key aspects of the future network:
- The Cycling and Walking network, which has been a major focus of progress for Greater Manchester over recent years, supported by the Mayor's Cycling and Walking Fund since 2018, with further support having now been received from the Government's recent Active Travel Funds;
 - The Greater Manchester Electric Vehicle Charging system, which is a central component in Greater Manchester's strategy to decouple the link between transport and emissions, and to which GMCA agreed a further funding contribution through its Transforming Cities Fund resources at its meeting in January; and
 - The establishment of a revised Manchester/Salford City Centre Transport Strategy to support the achievement of the sustainable growth objectives that the Cities of Manchester and Salford are promoting at the heart of the conurbation.
- 1.3 This cover report is accompanied by three supporting reports that provides updates on the work in these areas and requests specific approvals of the GMCA.

2. ACTIVE TRAVEL PROGRAMME UPDATE

- 2.1 The following report on this agenda details out the progress that has been made to establish a coherent programme within Greater Manchester, which is helping to drive and coordinate the delivery of the ground-breaking Mayor's Cycling and Walking Fund (MCF), which was agreed by GMCA in 2018.
- 2.2 Through the programmes, TfGM and the Greater Manchester authorities have identified the potential for almost £500 million investment to help transform the cycling and walking environment in the city region. Through the commitment of MCF resources, a first phase of the future network has been prioritized for development, totalling some £216 million of spending across 75 initial schemes, which are in stages of progress from development to delivery across the ten authorities. A full progress update on the MCF programme is set out in the report.

- 2.3 The success of the programme has put Greater Manchester in a strong position to secure further funding from Government through its Active Travel Fund, with over £19 million additional funding having been secured. The report includes a draft delivery plan for the deployment of these funds for Members' approval.
- 2.4 Looking forwards, the MCF programme will be progressed as part of a Streets for All Strategy, the principles for which were agreed in the updated 2040 Strategy. This Strategy will include the development of the Quality Bus Transit programme, which was approved in the 2040 Delivery Plan. In advance of the fuller Strategy, the Active Travel report here includes draft interim design guidance for the Cycling and Walking programme, so as to ensure a consistency across the programme and a strategic fit with recently updated national design guidance.

3. ELECTRIC VEHICLE CHARGING INFRASTRUCTURE UPDATE

- 3.1 As set out in our 2040 Transport Delivery Plan, Greater Manchester is committed to investment in, and expansion of, the Electric Vehicle Charging Infrastructure (EVCI) Network. This will help to support the transition to electric vehicles in Greater Manchester and – alongside other measures, such as encouraging walking and cycling – is vital, if we are to improve air quality and the health of GM residents and visitors.
- 3.2. GMCA is keen to see the early expansion of the network of electric vehicle charging points, including some for use by private hire vehicles and taxis. We have already secured c.£3m, to deliver additional electric vehicle charging points, from the Government's Clean Air Early Measures Fund. At the January meeting of the GMCA, Members agreed to prioritise up to £10 million from Greater Manchester's Transforming Cities Fund resources as a local contribution to a joint package of funding (subject to successful agreement with central government).
- 3.3 The report on this agenda updates on the progress made to upgrade and expand the existing system, which will continue through 2021. It is proposed that a longer term EVCI Strategy is prepared for GMCA consideration this summer.

4. CITY CENTRE TRANSPORT STRATEGY

- 4.1 The 2040 Transport Strategy sets out an ambitious vision for travel to the city centre, which builds on the success of the past decade, through which a step-change has been made in the levels of non-car commuting, supporting the sustainable growth of Greater Manchester's largest economic centre and principal transport hub.
- 4.2 Work has been undertaken by Manchester CC, Salford CC and TfGM to revise the *2010 Transport Strategy for Manchester City Centre*, in order to support the ongoing growth of the city centre and recovery from the impacts of the COVID19 pandemic,

and to set out a contemporary vision for the future of the city centre which reflects the importance of place-making, improving access into and across the city centre by sustainable modes of transport for everyone, and which supports Greater Manchester's goals for clean air and to become carbon neutral by 2038.

- 4.3 The revised strategy is based on significant engagement and consultation. Within the framework of the GM 2040 Transport Strategy, it sets out key transport policies and interventions for future delivery, covering the full period up to 2040, and considering the needs of residents, businesses and visitors and covering all modes of transport used to travel to, from and around the city centre. The final City Centre Transport Strategy (CCTS) to 2040 is appended to the report on this agenda for Members' consideration and endorsement.

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Greater Manchester Combined Authority

Date: 26 March 2021

Subject: Active Travel (Cycling and Walking) Update

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

PURPOSE OF REPORT:

To note the updates provided regarding the Active Travel portfolio for Greater Manchester, and approve the Region's Active Travel Fund Delivery Plan, MCF governance updates and the Active Travel Interim Design Guidance.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note and agree the changes to the Active Travel Programme Governance utilised for the Mayor's Challenge Fund, in order to drive efficiency, as set out in Section 2;
2. Note the progress made to date regarding the delivery of the Mayor's Challenge Fund, and the intention to provide future updates, as set out in Section 3 and Appendix B;
3. Approve the adoption of the Active Travel Interim Design Guide for all cycling and walking schemes, as set out in section 4 and Appendix C; and
4. Note and approve the Delivery Plan for the Greater Manchester Active Travel Fund programme for submission to the Department for Transport, in accordance with the requirements of the fund, as detailed in Section 5 and Appendix D.

CONTACT OFFICERS:

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BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Richard Nickson Cycling and Walking Programme Director
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Simon Warburton Strategy Director
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Equalities Implications:

The Bee Network and the infrastructure which will enable it, will be fully inclusive in its design and development, with the proactive involvement of organisations such as the Disability Design Reference Group (DDRG).

Climate Change Impact Assessment and Mitigation Measures –

The Active Travel capital programmes have been designed to support and expedite delivery of the Bee network which is designed to facilitate a switch from the mechanised modes to walking or cycling, which will see a reduction in both local pollutants and greenhouse gases. By 2040 130,000 daily trips are expected to switch to cycling and walking from private car and taxi use. This equates to around 735,000 less vehicle kilometres being driven per day, with the resultant environmental benefits.

Risk Management:

The recommendations of this report will directly support MCF scheme delivery and enable prioritised infrastructure spending. This will directly assist in mitigating the programme risk of not fully expending the available budget. A programme risk register is maintained and updated by the TfGM MCF programme team.

Legal Considerations:

Legal Delivery Agreements and legal side-letters will be produced and implemented for full scheme and development cost approvals as appropriate.

Financial Consequences – Revenue:

Revenue consequences are set out in paragraphs 3.1 – 3.3 and 5.2

Financial Consequences – Capital:

Financial consequences are set out in paragraphs 3.1 – 3.3 and 5.2

Number of attachments to the report:

No attachments. 4 Appendices within the document.

Comments/recommendations from Overview & Scrutiny Committee

BACKGROUND PAPERS:

Note: Reports prior to 2021 are listed on earlier papers on this subject

- 29 January 2021 - Mayor's Challenge Fund Cycling and Walking Financial Approvals
- 12 February 2021 - Mayor's Challenge Fund Cycling and Walking Financial Approvals
- 26 March 2021 Mayor's Challenge Fund Cycling and Walking Financial Approvals

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

1. INTRODUCTION/BACKGROUND

- 1.1 On 29 March 2018, GMCA agreed to allocate £160 million of Greater Manchester's £243 million Transforming Cities Fund (TCF) to develop a Mayor's Cycling and Walking Challenge Fund (MCF). The governance and management approach for the MCF programme was adopted by the Combined Authority in May 2018.
- 1.2 The fund is being used to deliver the first phase of the Bee Network, which is the walking and cycling element of the Our Network plan to transform Greater Manchester's transport system. The Bee Network, once complete, will cover circa 1,800 miles and be the longest, integrated, planned network in the country connecting every neighbourhood of Greater Manchester. The initial network plan was contained in Greater Manchester's cycling and walking infrastructure proposal (adopted by GMCA in June 2018), as part of a GM Streets for All highways improvement programme.
- 1.3 In developing a long-term approach to infrastructure delivery, the decision was taken to over-programme the MCF and create an infrastructure pipeline. On the 5 May 2020 GMCA approved the first phase of Bee Network delivery with a forecast value of £216.5 million. Progression of these schemes are subject to dedicated MCF Financial Approvals papers, the latest of which is a companion to this March 2021 paper.
- 1.4 During 2020, Greater Manchester was awarded a total of 18.97 million through Central Government's Active Travel Fund. This was split across two phases - £3.2 million in Tranche 1 and £15.87 million in Tranche 2. The fund has several associated Government requirements, including appropriate consultation, monitoring and evaluation, and the production of a delivery plan.
- 1.5 Central Government's 2020 publication of their Gear Change strategy and the supporting active travel technical note LTN 1/20 have emphasized the criticality of design standards for walking and cycling and the importance of a common approach. This accords with the standards-led approach which has been adopted for the Bee Network.
- 1.6 This paper makes a number of recommendations associated with the Active Travel agenda, including the adoption of interim Active Travel technical design guidance, the production of Greater Manchester's Delivery Plan for the Region's Active Travel fund programme; and a governance and delivery performance update for the Mayor's Challenge Fund.

2 MCF GOVERNANCE UPDATE

- 2.1 Since the inception of the MCF programme, TfGM has been working closely with scheme promoters to set up, develop and deliver the projects in line with the agreed

governance arrangements, in particular those agreed by the Combined Authority on 25 May 2018.

2.2 Experience of the programme to date, subsequent developments, and close collaboration with Local Authority Partners, has enabled the identification of opportunities to both strengthen and improve the MCF governance and assurance arrangements in ways intended to resolve common issues and help streamline the process and drive efficiency.

2.3 The following systems and approaches have been developed over the life of the programme and are to be viewed as additions and updates to the original May 2018 governance paper:

- Following the appointment of TfGM's Cycling and Walking Programme Director, the Cycling and Walking Delivery Board has become a Programme Board and is chaired by the Programme Director. This meets monthly.
- The Active Travel Design Review Panel (DRP) has been established by TfGM and enables swift, collaborative resolution of design issues with scheme promoters. The DRP is agnostic of scheme funding and is intended to support a common approach to design standards across Greater Manchester.
- Effective scheme approval by the Greater Manchester Cycling and Walking Board (via email exchange rather than formal meeting) to expedite the approvals process, prior to Combined Authority agreement. This approach was agreed by the Board on the 10 October 2019.
- In the case of those Major MCF Schemes (over £5 million MCF funding) to be delivered in phases, TfGM will undertake Outline Business Case (OBC) assurance, with the MCF Programme Team undertaking the assurance for the subsequent Full Business Case for each component phase. This reduces the time taken to approve the Business Cases.
- Proposed scheme revisions to the Prioritised MCF programme (agreed by the Combined Authority in May 2020), where delivery issues arise, to be agreed by the Cycling and Walking Programme Board and reported to the Greater Manchester Cycling and Walking Board.
- Monthly MCF Financial Approvals reports presented to the Combined Authority for agreement, providing regular, scheduled approvals.

3 MCF PERFORMANCE UPDATE

3.1 March 2021 represents the culmination of the third year of the Mayor's Challenge Fund, which was established in 2018. Through six tranches, a total of 82 schemes have been granted Programme Entry approval - with a combined forecast MCF funding requirement of £358.5 million, and a forecast total value of £492.7 million, including local contributions.

3.2 Following the agreement to over-programme the MCF to include the creation of an infrastructure pipeline, on the 5 May 2020 GMCA approved the first phase of Bee Network delivery, based on identified District priorities. This phase has a forecast

value of £216.5 million and details of the schemes contained within this phase can be found at Appendix A.

- 3.3 Inclusive of the financial approvals proposed in March, to date the MCF programme has seen full approval for 23 work packages - with a combined, committed value of £43.5m. These approvals have been supported and enabled by the agreement of £37.2 million of scheme development costs, across 67 schemes. Development costs represent an advanced portion of a scheme's overall cost.
- 3.4 Appendix B to this report, provides a high-level breakdown by scheme promotor of the MCF approvals to date. This is based on the reported position for February 2021 and takes into account previous approvals. Further progress updates will be brought to subsequent meetings of the Combined Authority, to help inform and plan future phases of Bee Network delivery.

4 ADOPTION OF ACTIVE TRAVEL INTERIM DESIGN GUIDE

- 4.1 On 29 November 2019, the Combined Authority agreed that the common design standards that are applied to MCF schemes should be adopted for all cycling and walking schemes going forward, regardless of funding method. To help facilitate this, work began on a GM Streets For All Design Guide.
- 4.2 However, subsequent to this commitment, there is now an imperative set out by central government through Local Transport Note 1/20 for all new active travel infrastructure to meet its standards. Furthermore, a new body, Active Travel England, is being formed later this year to ensure that government funded infrastructure meets LTN 1/20. It is therefore all the more critical that all active travel infrastructure delivered in Greater Manchester meets the required standards.
- 4.3 Whilst work continues on the Streets For All Design Guide, it was recognised that there remains a need for clear, adopted guidance from the Greater Manchester Combined Authority, to which designers can work when developing schemes, particularly those funded through the Mayor's Challenge Fund (MCF), to enable the double buggy and competent 12-year-old 'tests' to be met.
- 4.4 To this end a Greater Manchester Active Travel interim Design Guide, at Appendix C, has been rapidly developed by the TfGM Cycling and Walking Team to provide a key point of reference for designers of active travel schemes, ahead of the publication of the future Streets for All (S4A) Design Guide and serving as a model technical note for how S4A can be delivered. It draws on the body of existing high quality UK design guidance on cycling and walking, and makes direct reference to a number of key publications for more detailed advice, including LTN1/20; London Cycling Design Standards; A Guide to Inclusive Cycling and London Pedestrian Comfort Guidance.
- 4.5 The GM Interim Design Guide has been shared and discussed with Local Authority Partners, including through the Transport Strategy Group (TSG) and the Greater

Manchester Highways Group. The draft guidance has also been presented to and 'endorsed by the Greater Manchester Cycling and Walking Board (the Mayor's Board). In proposing the guidance, it is recognized that its deployment would be undertaken in close working with local authority members, officers and communities, so as to ensure that solutions result that are shaped by the guidance and the characteristics of the different places in Greater Manchester. place-based

5 ACTIVE TRAVEL FUND DELIVERY PLAN

- 5.1 In May 2020 the Department for Transport announced indicative funding allocations from the then newly created Active Travel fund, to support local transport authorities with delivering cycling and walking facilities. The funding came in 2 tranches. Tranche 1, to support the installation of temporary projects as part of emergency Covid response measures; and tranche 2, for the creation of longer-term projects as part of the longer-term recovery.
- 5.2 Following a bid that was submitted on 5 June 2020, GMCA were awarded £3.17 million of funding for Tranche 1, and a further £15.87 million for Tranche 2 following Greater Manchester's bid on 7 August 2020. This has created a GM Active Travel Programme with a value of £19.04 million. The Tranche 2 programme and Local Authority funding breakdown was agreed by the Combined Authority in December 2020, and the associated values added to the appropriate CA Transport Capital and Revenue budgets.
- 5.3 In accordance with the requirements of the fund, Greater Manchester are required to develop and confirm a Delivery Plan for the region's Active Travel Fund (ATF) programme. To achieve this Local Authority partners have provided plans setting out their scheme delivery proposals, including overall timeframes, planned outcomes and any key risks or dependencies. This confirms that the programme is forecast to achieve the timescales set by the Department for Transport, for substantive delivery by March 2022.
- 5.4 A copy of the Region's Delivery Plan, compiled from Local Authority responses, is attached at Appendix D, and will be shared with the Department for Transport. Delivery Plans were received for all 26 schemes in the GM ATF Programme. The GM-wide ATF Complimentary Measures package agreed by the Combined Authority in December 2020 will align with and support the timeframes of the individual scheme delivery plans provided.
- 5.5 Under the requirements of the Active Travel Fund – and in accordance with the bid submitted, TfGM will work with Local Authority partners to provide a design assurance function for the schemes in the programme. This will be undertaken through the Active Travel Design Review Panel which has been established and meets weekly.
- 5.6 Regional governance and progress reporting to both the Combined Authority and Central Government, will be facilitated by regular ATF scheme reporting, including cost control and schedule management. Progress updates on Greater Manchester's Active Travel Programme and its delivery will be brought to future meetings of the GMCA.

6 RECOMMENDATIONS

6.1 The recommendations are set out at the front of the report.

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

Appendix A: MCF Prioritised Schemes

Schemes to be Delivered – in full or in part

Tranche 1
Bolton: B6226 Chorley New Road
Bury: Metrolink Bury Line – Cycle Parking
Bury: New and Upgraded Crossing Points and Junctions
Manchester: Manchester to Chorlton
Oldham: King Street foot/cycle bridge
Oldham: Union Street West foot/cycle Bridge
Rochdale: Castleton Local Centre Corridor
Salford: SBNI – A6 Broad Street / B6186 Frederick Road
Salford: Chapel Street East Phase 1: Demonstrator Project
Stockport: Gillbent Road – Crossing Upgrade
Tameside: Tameside Active Neighbourhoods
Trafford: A5014 Talbot Road
Wigan: Victoria Street/Warrington Road Junction Improvements
Tranche 2
Salford: Swinton Greenway
Stockport: Hazel Grove Access Upgrades
Trafford: Talbot Road A56 Chester Road
Wigan: Standish Mineral Line
Tranche 3
Salford: Trafford Road
Wigan: Toucan Crossings – Wigan Central
Tranche 4
GM: GM Bike Hire
Manchester: Levenshulme Mini Holland
Manchester: Mancunian Way/Princess Parkway Junction
Manchester: Rochdale Canal Bridge 88-80a
Manchester: Route 86 (Northern Quarter)
Rochdale: Castleton Town Centre Phase 2
Salford: Barton Aqueduct
Stockport: A6 MARRR Links
Stockport: Bramhall Park to A6
Stockport: Crossings package
Stockport: Heatons Cycle Link
Stockport: Interchange
Stockport: Ladybrook Valley

Appendix A: MCF Prioritised Schemes – continued

Tameside: Crown Point
Trafford: Wharfside Way
Wigan: Leigh Atherton Tyldesley
Tranche 5
Bolton: Town Centre Phase 1 (East)
Bury: Fishpool
GM: Active Neighbourhoods Support
GM: Safety Camera Digitisation and Upgrade
Manchester: Northern and Eastern Gateway
Salford: City Centre Package
Salford: RHS Links
Stockport: Heaton Norris Park Bridge
Stockport: Hempshaw Lane
Tameside: Ashton South
Tameside: Ashton Streetscape Scheme
Trafford: Sale - Sale Moor - Sale Water Park
Trafford: Urmston Area Active Neighbourhood
Wigan: Standish to Ashton
Tranche 6
Bolton: Astley Bridge-Crompton
Bolton: Westhoughton Bee Network
Bury: Elton
Bury: Pimhole
Bury: Radcliffe Central
GM: Bee Network Crossings
Manchester: Beswick Filtered Neighbourhood
Manchester: Manchester Cycleway
Oldham: Chadderton Improvements
Oldham: Oldham Town Centre Improvements
Oldham: Park Road (NCN 626) Town Centre Connection
Oldham: Royton Town Centre Connection
Stockport: Romiley Neighbourhood and Links
Stockport: Thompson Street Bridge
Tameside: A57 Denton to Hyde
Trafford: North Altrincham Bee Network
Trafford: Seymour Grove

Appendix A: MCF Prioritised Schemes - continued

Schemes for Development Only

Stockport: Welkin Road - Town Centre Severance Package
Tameside: Ashton West Retail Centre Link Bridge
Oldham: Park Bridge (NCN 626) – Ashton under Lyne
Manchester: Oldham Road (Inner Radial)
Stockport: Heatons WRH
Salford: Trinity Way/Springfield Lane Crossing
Salford: Monton Town Centre
Salford: Ordsall Filtered Neighbourhood
Salford: Liverpool Street Corridor

Appendix B: MCF Performance Summary



Appendix C: Interim Active Travel Design Guide (see separate document)

Appendix D: Active Travel Fund (ATF) Delivery Plan

District:	Greater Manchester ATF Infrastructure Programme (26 schemes)																		
Budget	£13,290,300																		
Date of return:	23 rd February, 2021																		
Scheme Description and DfT outputs:	<p>The Active Travel Fund (ATF) Programme is a DfT-funded programme which provides active travel infrastructure and support in response to and recovery from the coronavirus pandemic. GM's ATF Programme consists of four packages:</p> <ul style="list-style-type: none"> •Access to and within the Regional Centre •Access to and within Town Centres •Active Neighbourhoods •Complementary Measures and Benefits Realisation <p>The infrastructure programme consists of twenty-six proposed schemes, implemented across and led by the ten districts. Five of these are Low Traffic Neighbourhood schemes, with the remaining schemes being implementing elements of segregated cycle paths, crossings, footways etc.</p> <p>The DfT have stipulated minimum requirements in relation to Design, Consultation and Monitoring & Evaluation standards.</p> <p>Scheme metrics</p> <table border="1"> <thead> <tr> <th>x</th> <th>Scheme element</th> <th>Total miles planned for construction</th> <th>Total units planned for construction</th> </tr> </thead> <tbody> <tr> <td></td> <td>New segregated cycleway (permanent)</td> <td>Approx. 10</td> <td>N/A</td> </tr> <tr> <td></td> <td>New segregated cycleway (temporary)</td> <td>0.2</td> <td>N/A</td> </tr> <tr> <td></td> <td>New permanent footway</td> <td></td> <td>N/A</td> </tr> </tbody> </table>			x	Scheme element	Total miles planned for construction	Total units planned for construction		New segregated cycleway (permanent)	Approx. 10	N/A		New segregated cycleway (temporary)	0.2	N/A		New permanent footway		N/A
x	Scheme element	Total miles planned for construction	Total units planned for construction																
	New segregated cycleway (permanent)	Approx. 10	N/A																
	New segregated cycleway (temporary)	0.2	N/A																
	New permanent footway		N/A																

	New temporary footway	0.68	N/A
	New shared use facilities (in exceptional circumstances)	0.48	N/A
	Park and cycle/stride facilities	N/A	15
	Provision of secure cycle parking facilities	N/A	20
	New road crossings	N/A	50
	Installing segregation to make an existing cycle route safer	14.43	N/A
	Widening existing footway	0.17	N/A
	Bus priority measures (e.g., bus gates)	N/A	1
	Upgrades to existing facilities (e.g., surfacing, signage, signals)	N/A	8
	Restriction or reduction of parking availability (e.g., closing bays or complemented by	N/A	497

	increasing fees)		
	Low Traffic Neighbourhood	N/A	5
	Traffic calming (e.g., lane closures, reducing speed limits)	N/A	6
	School streets	N/A	1
	Other (please specify):	Miles of point closure	0.36
	Other (please specify):	Introducing 1-way traffic	1

<p>Key milestone data:</p> <p>a. Provide a schedule of key scheme dates and milestones.</p>	<p>The key milestones below show the date range provided for GM's Programme of Schemes:</p> <p>Design commencement: 1/10/2020-1/5/2021 Consultations commence: 4/2/2021-1/6/2021 Consultations conclude: 28/2/2021-14/7/2021 Design Review Panel Approvals: 1/5/2021-11/8/2021 Works Start on site dates: 1/3/2021-7/2/2022 Finish on site: 31/3/2021-1/4/2022</p>
<p>Delivery Arrangements:</p> <p>a. Identify the bodies responsible for the delivery of the scheme, including details of any principal or sub-contractors that will be used.</p> <p>b. Identify the means by which services will be</p>	<p>Design and Delivery arrangements for each scheme in the programme are in keeping with established district approaches across GM. In some cases, where internal design/delivery is not the preferred approach, districts have design and development partners in place to support with functions such as highway design Examples include:</p> <ul style="list-style-type: none"> • Salford City Council sub-contractor support is provided by Argyle NW Construction Ltd.

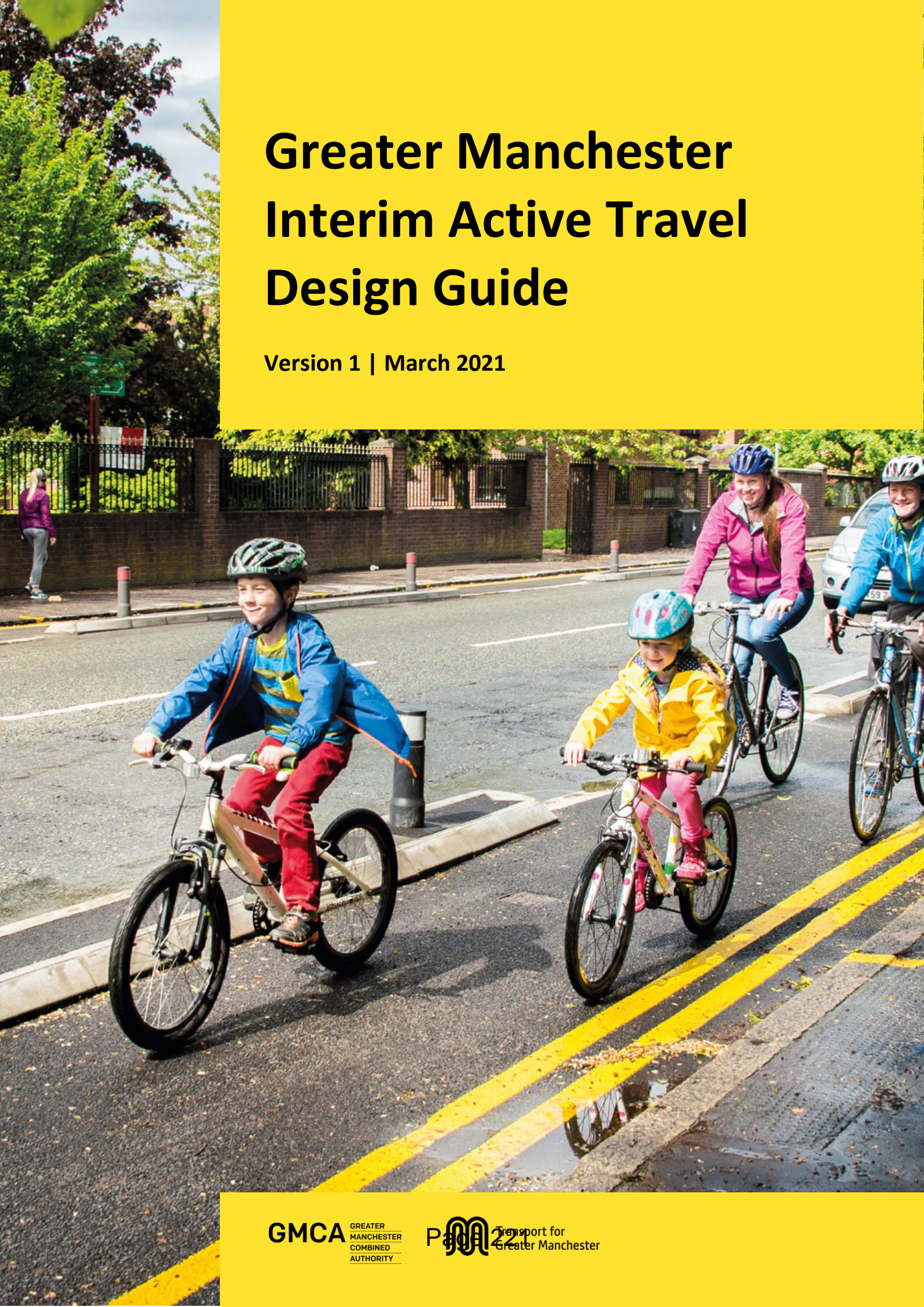
<p>procured if not already in place.</p>	<ul style="list-style-type: none"> • The OneTrafford Partnership provides highways design services for Trafford; supported by Amey <p>The required procurement for Greater Manchester's programme will form a mixture of call-off approaches from existing frameworks or competitive tendering where required. Examples include:</p> <ul style="list-style-type: none"> • Bury Council will manage the delivery of the scheme with additional resource provided by TfGM framework consultants. The framework supports a direct award to the preferred consultant where work is valued below £50,000 and a competitive tender for work of a greater value. • Stockport Council will procure a Design, Procure and Construct contract underpinned by its Strategic Alliance of Framework Consultants and Framework Contractors.
<p>Governance Structure:</p> <p>a. Provide any details of the project's internal approval process, including appropriate board(s) and any defined reporting process.</p>	<p>Each GM Local Authority has in place internal assurance processes and procedures. Examples of these include:</p> <ul style="list-style-type: none"> • Oldham Council's Capital Investment Programme Board (CIPB) will incorporate schemes into the portfolio, in accordance with Council governance procedures. The transport capital programme is subject to ongoing monitoring and regular updates are provided to Oldham Council's Capital Investment Programme Board. <p>Local Authority governance approaches are a precursor, and complementary to, the regional governance and assurance function to be undertaken by TfGM. Working collaboratively with District Partners, regional assurance will enable a focus on Design Quality (through an established Design Review Panel), with governance support regarding Communications and Engagement and cost management. GM's ATF programme will also be subject to regular reporting to enable future updates to both the Combined Authority and Central Government.</p>

<p>Legislative Compliance, Approvals Powers & Consents:</p> <ul style="list-style-type: none"> a. Outline any legislative requirements that apply to the scheme and how these will be met; b. Identify any required powers and consents required need to be achieved for the scheme e.g., TROs, land acquisition 	<p>Requirements are limited to scheme promoters, with the predominant requirements being for Temporary/Permanent Traffic Regulation Orders and Notices of Intent (which will follow the usual established approaches within the relevant local authority).</p> <p>There is a potential requirement for land acquisition in one case (land classification and ownership currently under investigation). Should land acquisition be required, processes will be put in place to identify and manage any issues arising; and alternative designs considered should acquisition not be possible within the required timeframes.</p>
<p>Risk and issues management:</p> <ul style="list-style-type: none"> a. Outline (as a minimum) the top three scheme risks and issues and the associated mitigation plans. 	<p>Each scheme has identified a number of associated risks, for which mitigating actions are being put in place. The top risks across the Greater Manchester Programme are:</p> <p><u>Objections raised during consultation</u> All individual scheme programmes allow for an opportunity to modify plans as a result of objections and feedback during the consultation programme. Thorough consultation to take place, including: Commonplace and web-based consultation; promotion through social media and temporary signs within and close to the impacted area.</p> <p><u>Lack of political support</u> Ongoing and extensive engagement with elected members to take place, pre and post elections.</p> <p><u>Resource constraints impact on programme delivery</u> Resource capacity constraints to be identified early and appropriate support secured to meet project and programme requirements, utilising existing procurement frameworks where required to reduce impact on programme timescales.</p>

	<p><u>Supplier performance constraints (due to COVID-19) elongating timescales</u> Ensure supplier consideration of performance constraints through tender evaluation process.</p> <p><u>Cost uncertainty - scheme proposals developed with outline costs, with final, detailed costs not yet known.</u></p> <p>Detailed designs to inform updated cost estimates. QRAs to be developed as part of budget setting. Alternatives compliant designs and value engineering to be considered should scheme costs escalate.</p>
<p>Design compliance:</p> <p>a. Confirm and explain how the scheme complies with the design requirements set out within the Active Travel Fund (this can be provided separately if needed).</p>	<p>TfGM has implemented a Design Review Panel (DRP) to ensure consistent design standards across all Active Travel Infrastructure developments. The DRP meets on a weekly basis and is an established element of Active Travel scheme development within Greater Manchester. The DRP will be utilised for ATF design assurance to ensure schemes meet the design requirements of the fund.</p>
<p>Counter Fraud and due diligence:</p>	<p>The GMCA maintains clear policies and arrangements in respect of counter fraud and anti-corruption. Policies are available to all staff with clear reporting routes defined. The Treasurer in conjunction with Chief Officers is responsible for the development and maintenance of GMCA anti-fraud and corruption policies and fraud risk management processes. As this is a regional delivery programme, the GMCA contact details are provided:</p> <p>Sarah Horseman Head of Audit and Assurance Greater Manchester Combined Authority Sarah.Horseman@greatermanchester-ca.gov.uk</p> <p>Individual districts routes and processes for fraud reporting, and individual contact details, are available on request.</p>

Greater Manchester Interim Active Travel Design Guide

Version 1 | March 2021



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Context and purpose of this guide

1. When the Bee Network was conceived in 2017, a key part of the concept of the network was a promise of design quality: that if a route was branded as part of the Bee Network the user could be confident that the route would be appropriate for use by an unaccompanied competent 12 year old cyclist, or by a parent pushing a double buggy. This was first articulated by the Greater Manchester Cycling and Walking Commissioner, Chris Boardman, in his 2017 publication *Made to Move*.
2. When Greater Manchester's *Cycling and Walking Infrastructure Proposal* was launched in summer 2018, it committed to the following design principles:
 1. Streets should be places where people choose to spend time socialising rather than just save time passing through
 2. Street design should focus on moving people rather than traffic
 3. Dedicated separate space should be provided for walking and for cycle traffic
 4. People should feel safe, relaxed and secure on the street and not just in a car
 5. People should feel like they can stroll without delay and linger without issue
 6. Protection and priority should be given to people cycling and walking at junctions
 7. Health benefits should be highlighted and quantified for all street improvements.
 8. Walking, cycling and public transport should go hand in hand
3. These principles were intended to inspire designers with new ideas about how to approach street design so that the focus could be placed on those that walk and ride rather than simply those who drive.
4. This has since been reinforced by the adoption of the Greater Manchester Streets for All Design Check (SADC), an evolution of Transport for London's Healthy Streets Check, in Greater Manchester's Walking and Cycling Investment Plan, *Change a Region to Change a Nation*, in 2020. The SADC introduces a series of metrics themed around the seven adopted Network Principles from the GM 2040 Strategy on which design proposals can be scored. The check ultimately provides a method of visually quantifying the uplift in street design quality that is afforded by a design solution. More importantly, the SADC provides a designer's checklist of 'things to think about' when designing streets.
5. The SADC includes fifteen 'critical issues' for cycling and walking safety, which are the key subjects of examination through Cycling and Walking Design Review Panel. However, whilst the SADC is a useful tool for designers, it does not give design ideas or 'answers'. For that, full design guidance is required.
6. Work is underway on producing a Streets for All Design Guide for Greater Manchester. However, this is a substantial task which will take some time to complete. In the meantime, it is recognised that there remains a need for clear, adopted interim guidance from the Greater Manchester Combined Authority, to which designers can work when developing schemes, particularly those funded under the Greater Manchester Mayor's Cycling and Walking Challenge Fund (MCF) and other Active Travel funding administered by GMCA.
7. This Design Guide draws on the body of existing high quality UK design guidance on cycling and walking infrastructure to provide that interim guidance. It replaces the Greater Manchester Cycling Design Guidance (2014), which should no longer be used.
8. The standards outlined in this Design Guide **must** be followed for Bee Network schemes, and any other active travel schemes funded, or part funded, by GMCA. District Highway Authorities are also recommended to follow them for all other active travel schemes.

Key existing publications

9. There exist a number of key publications in the sphere of cycling and walking design guidance in the UK, on which this Design Guide draws:
 - [Local Transport Note 1/20 Cycle Infrastructure Design \(LTN 1/20\)](#) (Department for Transport, 2020). This is the new national design guidance and is the standard by which the Department for Transport, and the new Active Travel England regulator, will judge all cycling infrastructure paid for through national government funding. It is therefore the primary design guidance tool for designers of cycling infrastructure in Greater Manchester and in cases of conflict between documents, LTN 1/20 should take precedence. It does not, however, cover walking-specific issues or broader considerations of quality of public space.
 - [London Cycling Design Standards \(LCDS\)](#) (Transport for London, 2016). First published in 2014, and updated in 2016, LCDS remains current and the most detailed UK design guidance available on many aspects of cycling and walking design. Like LTN 1/20, however, it is solely focused on cycling
 - [Welsh Active Travel Design Guidance](#) (Welsh Government, 2014). Whilst this document is the oldest of the design guides referenced, it remains relevant, most particularly since it considers pedestrian issues in much greater detail. Like LCDS, the Welsh Guidance is significantly dated in relation to its coverage of signal junctions and crossings.
 - [Pedestrian Comfort Guidance for London](#) (Transport for London, 2010). A specific guidance tool for assessing levels of pedestrian activity and determining appropriate levels of pedestrian provision.
 - [A Guide to Inclusive Cycling](#) (Wheels for Wellbeing, 2020). This is the fourth edition of Wheels for Wellbeing's guide, which provides invaluable guidance on ensuring that cycling facilities are accessible to all.
 - [CYCLOPS – Creating Protected Junctions](#) (Greater Manchester Combined Authority/Transport for Greater Manchester, 2019). This technical note provides detail on the concept and design of Cycle Optimised Protected Signal (CYCLOPS) junctions.
 - [NACTO – Global Street Design Guide](#) (Global Designing Cities Initiative/National Association of City Transportation Officials, 2016). The NACTO guide aims to set a new global standard for street design, and builds on worldwide experience. The NACTO guide was adopted by GMCA in 2017 as the Greater Manchester standard for street design.
 - [SuDS in London: a Guide](#) (Transport for London, 2016). A key consideration in any urban design is drainage, and in particular the reduction of flood risk through the introduction of Sustainable Urban Draining Systems (SuDS) to minimise surface runoff. This Transport for London publication provides relevant guidance on the incorporation of SuDS into urban designs which is as relevant in Greater Manchester as it is in London.
 - [Sustrans Traffic-free Routes and Greenways Design Guide](#) (Sustrans, 2019). As the guardians of the National Cycle Network, Sustrans has been designing and maintaining high quality off-road cycling and walking infrastructure for many years. This publication represents the most up-to-date UK guidance on the design of such infrastructure currently available.

‘Pedestrians’ and ‘cyclists’: who are we designing for?

10. From the outset, it is important to define for whom we are designing, since the terms ‘pedestrian’ and ‘cyclist’ are used as catch-all terms encompassing a variety of different street users with specific design needs.
11. The term ‘pedestrian’ encompasses not only people walking, but also those using the public environment in a variety of other ways, including:
 - Those using wheelchairs, including electric wheelchairs and mobility scooters
 - Those with sensory impairments, such as blind, partially sighted or deaf pedestrians who may experience the street environment quite differently
 - Those pushing prams, buggies and double buggies
 - Those using non-mechanically driven scooters
 - Those using the street to spend time in, meet others in etc
12. Similarly, the term ‘cyclist’ not only applies to people riding conventional bicycles, but a number of other types of cycle which may require specific design parameters based on their differing dimensions/manoeuvrability. In particular:
 - Adaptive cycles, hand cycles, wheelchair cycles and any form of cycle designed for use by those unable to use a standard bicycle
 - Recumbent bicycles
 - Tricycles
 - Tandems
 - Cargo bikes
 - Bicycles towing trailers



Design guidance on key issues

13. Greater Manchester is committed to delivering high quality infrastructure for cycling and walking. In particular, we are developing the Bee Network to connect every community in Greater Manchester via a network of high quality cycling and walking routes known as *Beeways*. This is a key part of our vision to make these the modes of choice for shorter journeys. This Guide builds on the design guidance documents referenced above and experience gained from the early delivery of Beeways to date, to define a number of 'key issues' commonly encountered in the design of cycling and walking routes.
14. This Guide provides specific guidance on how to approach each key issue when designing active travel infrastructure, and also links to sections of existing documents for more detailed guidance. This Guide must be followed on all active travel schemes funded or part funded by the Greater Manchester Combined Authority. In instances where, for specific local reasons, standards referenced in this guide cannot be met, an exception must be agreed to be acceptable through Design Review Panel. In most cases this will be where there is a strong justification to provide a continuity of route through a short section where standards cannot be met due to the high quality of the remainder of the route, and its importance as a cycling/walking connection.
15. It is recommended that this Guide is followed in relation to all other schemes promoted by Greater Manchester district authorities and Transport for Greater Manchester.

Key Issue 1: Speed and volume of traffic

16. The speed and volume of traffic on any given road is a key determinant of the appropriate type of infrastructure for cycling and walking, and, in particular, enables the designer to answer two key questions:
 1. What type of crossings are required for pedestrians and cyclists?
 2. Is physical protection needed for cyclists?
17. Generally speaking, a two-way flow of 400 motor vehicles per hour at peak time (roughly equivalent to 4,000 vehicles per day) can be considered to be a threshold above which it will be necessary to provide some form of controlled crossing at locations where pedestrians (and potentially cyclists) need to cross the road – usually a zebra, puffin, toucan or parallel crossing. Additionally, above 8,000 vehicles per day, a signalised crossing will likely be preferable to a zebra or parallel crossing.
18. Similarly, above 4,000 vehicles per day, it will be necessary to provide some form of physical protection for cyclists on a Beeway: for example kerbed protection (as shown in figure 1), light protection or a terraced cycle track (not simply a painted lane). Below 4,000 vehicles per day, physical protection for cyclists will not usually be required on a Beeway, and pedestrian crossings can usually be uncontrolled (but see exceptions regarding speed and large vehicles below).
19. Interactions with Heavy Goods Vehicles (HGVs) and buses are particularly hazardous to cyclists, and collisions involving large vehicles are over-represented amongst serious and fatal cycle collisions. Consideration should therefore be given to the proportion of traffic which is represented by HGVs and buses. If HGVs/buses represent over 5% of motor traffic, physical protection for cyclists may be desirable, even if the overall traffic volume does not exceed 4,000 vehicles per day.
20. A further consideration is the speed at which vehicles are travelling. In addition to the above guidance on traffic volume, if the 85th percentile speed is over 25mph, physical protection for cyclists is likely to be needed on Beeways, even if traffic volumes are below 4,000 vehicles per day.

21. Before concluding that current traffic levels make protected cycle infrastructure and controlled crossings necessary, always consider whether it may be possible to reduce traffic levels and speeds on the street to a level where such measures will not be necessary, for example by modal filtering, restricting traffic movements at signals etc.

References for more detailed guidance: LTN 1/20, section 4.4, and Figure 4.1.



Figure 1: Example of protected cycle provision on a busy road: kerb protected cycle lane in Fallowfield (Manchester)



Figure 2: On streets with motor vehicle flows of under 4,000 per day, protected infrastructure for cycling is usually unnecessary, as even inexperienced cyclists will feel comfortable sharing space with light traffic flows



Figure 3: Filtered neighbourhood, London ensuring only local motor traffic uses this residential street, and creating a much easier walking and cycling environment.

Key Issue 2: Width of dedicated cycle facilities

22. This section considers widths of facilities designed solely for cyclists. Where cyclists share a lane with motor traffic, see Key Issue 4. Where cyclists share a facility with pedestrians, see Key Issue 5.
23. Cycle lanes and tracks should be designed with sufficient widths taking into account four key considerations:
 1. To ensure they are accessible to all types of cycle, which may include types of cycle significantly wider and/or longer than a standard bicycle
 2. To enable them to be swept and gritted by a mechanical street maintenance vehicle
 3. To enable faster riders to overtake slower ones safely without needing to leave the facility wherever possible
 4. To permit larger flows where peak cycle flows are expected to be over 200 cycles per hour
24. LTN 1/20 Table 5-2 provides clear guidance on cycle lane and track widths, concerning both desirable minimums and absolute minimums at constraints. This is replicated below. For purposes of the Bee Network, the desirable minimum widths below should be applied. The absolute minimum widths are only acceptable on Beeways over short lengths, typically less than 50m, to ensure route continuity where constraints exist.

Table 1: Cycle lane and track widths (source: LTN 1/20)

Cycle Route Type	Direction	Peak hour cycle flow (either one way or two-way depending on cycle route type)	Desirable minimum width* (m)	Absolute minimum at constraints (m)
Protected space for cycling (including light segregation, stepped cycle track, kerbed cycle track)	1 way	<200	2.0	1.5
		200-800	2.2	2.0
		>800	2.5	2.0
	2 way	<300	3.0	2.0
		>300-1000	3.0	2.5
		>1000	4.0	3.0
Cycle lane	1 way	All – cyclists able to use carriageway to overtake	2.0	1.5

*based on a saturation flow of 1 cyclist per second per metre of space. For user comfort a lower density is generally desirable.

25. A further consideration is the presence of fixed objects such as kerbs, and in particular immovable vertical obstructions such as walls, fences, trees etc which may reduce the effective width of the cycle track. Depending on the nature of such objects, up to an additional 0.5m may be required over and above the dimensions given above. Further guidance is provided in LTN 1/20 table 5-3.

References for more detailed guidance: LTN 1/20, section 5.5.

Key issue 3: Width of dedicated walking facilities

26. This section covers dedicated pedestrian facilities. Where cyclists and pedestrians share a facility, see Key Issue 5 (though note that there is a presumption against space shared between cyclists and pedestrians except in specific circumstances).
27. There are two key issues to consider around width of pedestrian facilities:
1. The need for clear, continuous walking space to enable all users (including, for example, those pushing a double buggy or those with a visual impairment) to use the facility.
 2. The need to provide sufficient width to maintain a high level of pedestrian comfort
28. The first issue is very simple. A width of less than 1.4m will not permit use by a double buggy user and is unacceptable on the Bee Network. This width must be clear, continuous and free from any obstacles or obstructions such as bollards, parked vehicles, signs, trees etc. 1.4m should be regarded as an absolute minimum at localised constraints, and a minimum of 2.0m should be provided at all other locations.
29. The second issue requires consideration of the flows of pedestrians expected, as this will affect the width necessary to maintain a high level of pedestrian comfort. Detailed guidance is provided on this topic in Transport for London's *Pedestrian Comfort Guidance for London* (TfL, 2010). Assessment of pedestrian comfort using the above guidance is recommended in all cases, and is required as part of the scheme Full Business Case on Beeways where large volumes of pedestrians are expected, or where the width of a pedestrian facility is proposed to be less than 2m for a distance of over 50m. For Beeways, peak-time pedestrian comfort should be at a minimum of Pedestrian Comfort Level B as described in the above guidance (TfL, 2010).

References for more detailed guidance: Pedestrian Comfort Guidance for London (TfL, 2010).

Key Issue 4: Mixed traffic lane widths

30. This issue covers instances where cyclists share a lane with motor vehicle traffic. For instances where cyclists are provided with a dedicated lane or track, see Key Issue 2. For instances where cyclists share space with pedestrians, see Key Issue 5.
31. On Beeways, cyclists should only be expected to mix with motor traffic where that traffic is of a low volume and speed (see Key Issue 1 and LTN 1/20 section 4.4 for detailed guidance).
32. Where the requirements for sharing with motor traffic above are met, sharing between cyclists and motor traffic on Beeways is only acceptable where the width of the shared lane is either 3.25m or less, or 3.9m or more. Shared lane widths between 3.25m and 3.9m encourage drivers of motor vehicles to pass cyclists where there is insufficient space. Such lane widths are not permitted on a Beeway. Furthermore, any scheme implementing a Beeway should not introduce any new lane widths between 3.25m and 3.9m on any road, regardless of whether that route is part of the Bee Network.
33. Where a lane of less than 3.25m width is provided, this should be designed to encourage cyclists to adopt the 'primary' position in the centre of the lane, and motor vehicles either remain behind cyclists, or pull out of the shared lane to overtake cyclists.

References for more detailed guidance: LTN 1/20, section 7

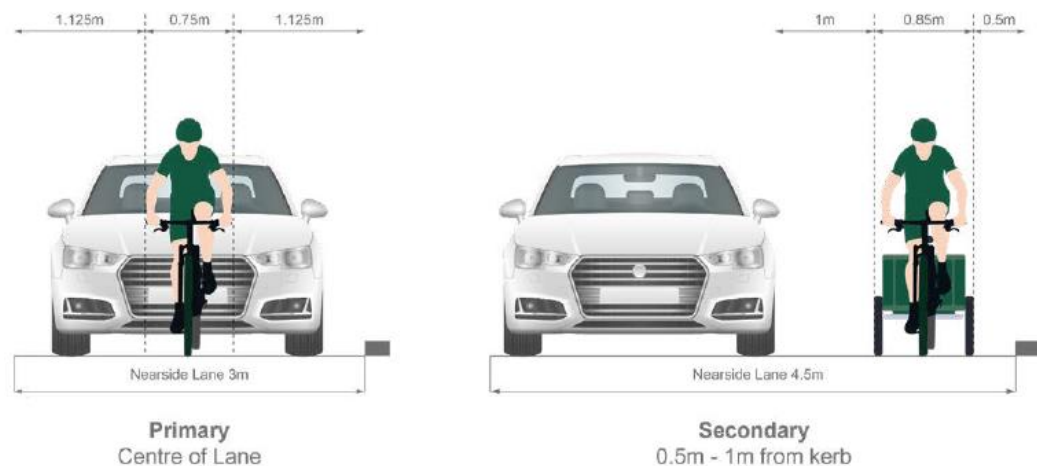


Figure 2: Primary and secondary riding positions (reproduced from DfT LTN 1/20)

Key Issue 5: 'Shared use' paths or footways

34. Paths and footways that are shared by pedestrians and cycles present a number of issues:
 1. They treat cyclists as pedestrians, rather than as vehicles, which creates conflict between cyclists and pedestrians and makes the route less attractive to both modes.
 2. They can significantly reduce the level of service and quality of experience for both pedestrians and cyclists, and therefore reduce the likelihood that the facility is used as intended.
 3. They can be confusing and intimidating to blind or partially sighted pedestrians.
 4. They create specific problems in providing priority for cyclists and pedestrians at certain locations such as side road crossings
35. For these reasons, shared use paths or footways are generally only acceptable as part of Beeways, or any other Active Travel scheme funded in whole or part by GMCA, where they are located away from the highway (for example traffic-free routes through parks or

on bridleways or former rail alignments). Away from motor vehicles, many of the issues of shared paths are mitigated, since the need to treat cyclists as vehicles to enable them to interact easily with the highway environment is less important. It is also likely that space will be less constrained, and that pedestrian levels may be lower, on paths away from the highway. Even in such scenarios, where flows of pedestrians and cyclists are likely to be high, providing physical separation between them is preferable if space allows.

36. Shared use footways adjacent to the carriageway will only be acceptable as part of active travel schemes in Greater Manchester as a last resort to maintain route continuity at locations where all other possibilities have been thoroughly examined and found to be undeliverable. In particular, shared use footways adjacent to a carriageway must not form part of active travel schemes in Greater Manchester in any of the following circumstances:
 - Where large volumes of either cycles or pedestrians (over 300 per hour total pedestrians and cyclists) are expected,
 - At any location where there is significant frontage activity (for example at local shops)
 - Where there are multiple side roads or private accesses to be crossed.
37. At locations where it is determined that shared use is appropriate (either away from the carriageway or adjacent to the carriageway in the circumstances outlined above) any such shared path must be a minimum of 3.0m in clear width free from fixed objects or obstructions, or 4.0m width where over 300 cyclists per hour are expected.

References for more detailed guidance: LTN 1/20 sections 1.6 and 6.5.

Key Issue 6: Access control barriers on traffic free routes

38. Historically, concerns over abuse of traffic-free cycling and walking routes by motorised vehicles of a variety of types have led to the introduction of barriers or other physical restrictions to prevent such incursion onto these routes.
39. Whilst such concerns can be legitimate, common barriers used to exclude motorised vehicles such as A-frames, K-frames and kissing gates also exclude many legitimate users, such as users of non-standard cycles, mobility scooters or double buggies. For this reason, such barriers are unacceptable on the Bee Network, or other new active travel infrastructure in Greater Manchester.
40. In particular, it is usually physically impossible to exclude motorcycles without also excluding many legitimate users such as those listed above. Use of any access control barriers on new active travel infrastructure in Greater Manchester will therefore usually be limited to those locations where there is concern about abuse by cars or other 4-wheeled motorised vehicles, and must have clear, specific, local justification agreed through the Cycling and Walking Design Review Panel as part of the development of the scheme business case. Acceptable solutions will usually either use bollards or offset barriers/gates with sufficient clearance to permit use by all legitimate users.
41. Any barrier used must provide a minimum width clearance of 1.5m to enable use by all legitimate users. Failure to provide this may result in breach of the Equality Act 2010.

References for more detailed guidance:

- Sustrans Traffic-Free Routes and Greenways Design Guide, Chapter 9;
- A Guide to Inclusive Cycling, (Wheels for Wellbeing, 2020) p 36-38



Figure 3: Accessible access control gate with lockable access for maintenance vehicles, Linnyslaw Loopline, Salford

Key Issue 7: Shared cycle and bus lanes

42. Cyclists are generally permitted access to bus lanes within Greater Manchester. Whilst such lanes will be attractive to a significant proportion of cyclists and potential cyclists, they are unlikely to be attractive and accessible for all. For this reason, alternatives should always be sought to route Beeways away from such shared lanes. Shared bus and cycle lanes will only be acceptable as part of the Bee Network in the following circumstances:
 1. Where alternatives have been considered as part of the preparation of the scheme business case, and it is concluded that a shared bus/bike lane represents the best option, considering value for money and level of service for all users; and
 2. Where there are fewer than 20 scheduled buses per hour using the bus lane; and
 3. Where a wide bus lane of at least 4.0m, and preferably 4.5m, width is provided. If 4.5m is achievable this should incorporate within it a mandatory 1.5m cycle lane (see Figure 6). As an alternative, a narrow bus lane of 3.25m may be provided, which should be designed to encourage cyclists to adopt the primary position such that buses will need to pull out of the lane in order to pass a cyclist. Shared bus and cycle lanes of between 3.25m and 3.9m are not acceptable on Bee Network schemes as they risk tempting bus drivers to pass cyclists without leaving sufficient space; and
 4. Where consultation with TfGM's Bus Services team has been undertaken as part of the scheme design, as lane width requirements may be dependent on local variations such as vehicle types and road geometry (wider lanes are required on bend areas to cater for the large swept path of rigid buses).

43. References for more detailed guidance: London Cycle Design Standards, Chapter 4 section 4.3.7.



Figure 6: Cycle Lane within a bus lane (image reproduced from London Cycle Design Standards)

Key Issue 8: Bus stops

44. Bus stops often represent a conflict location for cyclists and pedestrians, since conventional UK bus stop design usually creates one of two critical conflicts:
1. Requiring cyclists on the carriageway to move out into a stream of moving traffic to pass stationary buses, at a point where buses are themselves pulling into the kerb to serve the bus stop – a very awkward ‘scissor’ movement.
 2. Requiring cyclists in off-carriageway facilities to merge into shared space with pedestrians around the location of the bus stop, often compounded by visibility issues caused by bus stop infrastructure such as shelters.
45. In locations with significant enough traffic flows to justify segregated facilities for cyclists, LTN 1/20 recommends two potential approaches to bus stop design which design out the conflict between buses and bikes:

1. **Bus stop bypass:** in this solution, a cycle track is taken around the rear of the bus stop. This type of design has the potential to introduce conflict and severance for pedestrians, which will need to be managed carefully (further guidance is provided in LTN 1/20 section 6.6). There is significant existing experience of delivery of bus stop bypasses in Greater Manchester already, with 26 having been in operation on the Wilmslow Road/Oxford Road corridor for a number of years already.

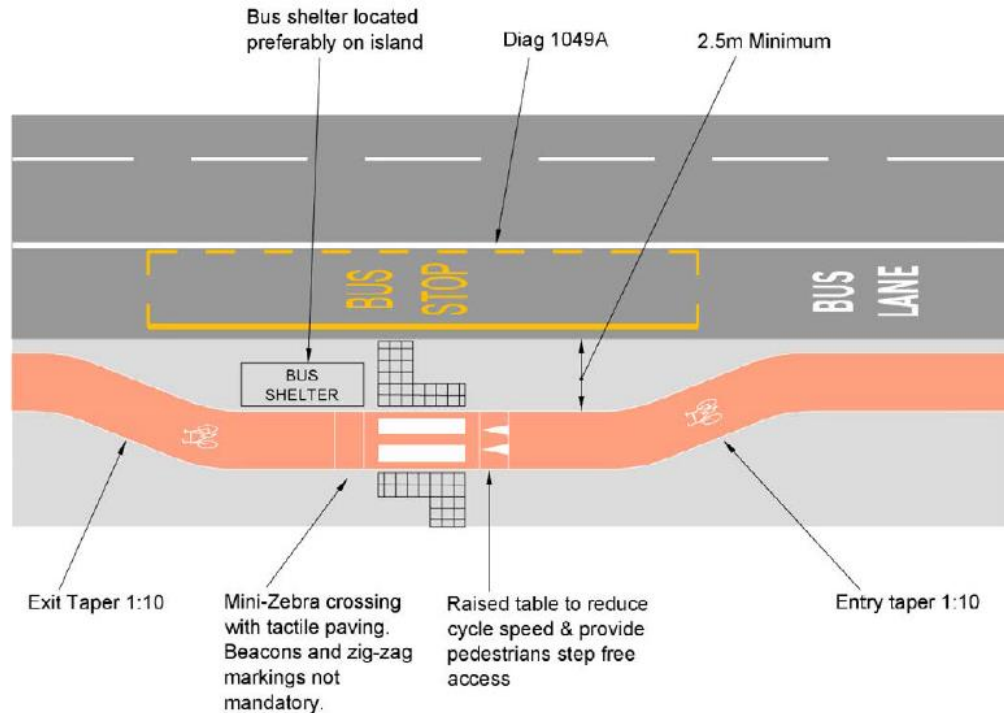


Figure 7: Typical Design Detail of a Bus Stop Bypass (source LTN 1/20)

2. **Shared bus stop boarder:** in this solution, cyclists are brought up onto a footway-level cycle track which passes between the footway and the edge of the carriageway, and doubles as a raised bus boarder from which pedestrians board the bus. This solution is how the majority of bus stops are designed in Denmark, but is uncommon in the UK currently. At the time of writing, there are no such bus boarders in operation in Greater Manchester. However, they have been used extensively in London and initial research suggests that they manage the potential conflicts between cyclists and pedestrians better than bus stop bypasses. They also require significantly less available width than bus stop bypasses. At the time of writing, TfGM is in the process of developing a trial of this type of bus stop layout. This trial will be conducted in consultation with users, bus operators, TfGM's Disability Design Reference Group and other stakeholders, with a view to testing their effectiveness in a Greater Manchester context and developing a standard design approach for such layouts in Greater Manchester. Until the conclusion of this trial, shared bus boarders are not currently recommended for installation in Greater Manchester.

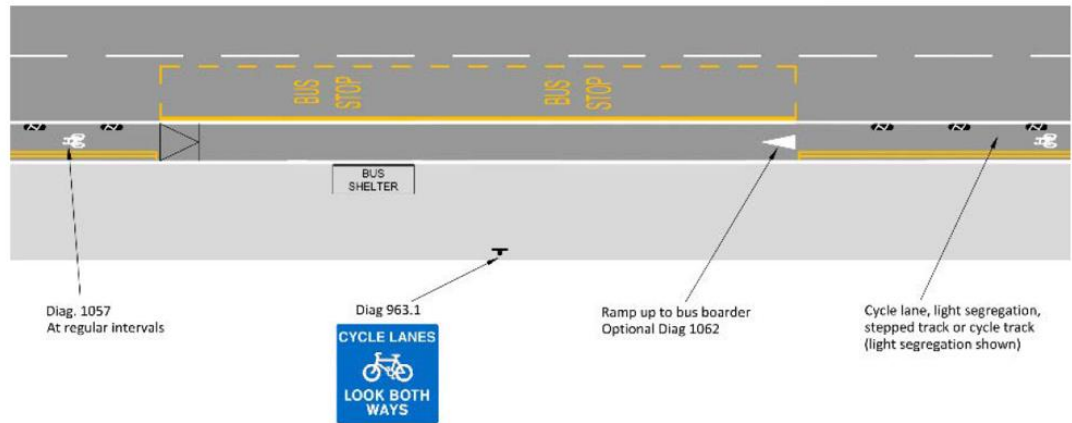


Figure 8: Typical Design Detail of a Shared Bus Boarder (source LTN 1/20)

46. Any Highway Authority considering making amendments to any bus stop as part of a Cycling and Walking scheme must consult closely with TfGM’s Bus Facilities and Cycling and Walking Teams. Since the potential conflicts at bus stops are especially pertinent to pedestrians with some disabilities, particularly blind or partially sighted pedestrians, consideration should also be given to specific consultation with TfGM’s Disability Design Reference Group on a case-by-case basis.
47. In locations where traffic flows are sufficiently low for cyclists to share a mixed traffic lane (generally less than 4,000 vehicles per day – see Key Issue 1), in most circumstances a standard bus stop will be sufficient, with conflicts between cycles and motor traffic sufficiently low due to the lightly trafficked nature of the road. However, where bus flows are high (typically greater than 10 buses per hour in each direction) or where the bus stop is used as a timing point or layover location, consideration should be given to one of the design options outlined above even where the overall traffic flow is below 4,000 vehicles per day.



Figure 9: Bus stop bypass, Oxford Road, Manchester

Key Issue 9: Headroom on cycle facilities

48. Cyclists ideally require a minimum of 2.4m of headroom at underbridges and subways. At existing structures, lowering the minimum headroom to 2.2m may be acceptable on a case-by-case basis, dependent on factors such as forward visibility. Where the minimum headroom cannot be achieved, a warning sign to TSRGD diagram 530A should be provided. Such exceptions will only be permitted on Beeways where there is clear, locally specific strategic justification as part of the scheme Business Case.
49. Signs of greater than 350mm width should be placed such that they do not overhang cycle infrastructure. Where this is unavoidable, the recommended minimum mounting height in the Traffic Signs Manual for most signs that may overhang cycle tracks is 2.3m.
50. It is noted that Bee Network wayfinding signs are all 350mm wide or less, and may therefore be placed at lower heights, even if these overhang cycle routes.

Key Issue 10: Crossing types (and which should be used where)

51. Regular pedestrian crossing opportunities should be provided on all routes, and in particular at locations where a walking route crosses a major road. Crossings should be located as close to the pedestrian desire line as possible. Pedestrian crossings may be located at junctions, or they may be standalone. On roads that form part of the Bee Network, crossing facilities appropriate to the type of road must be provided at least every 400m.
52. All crossings provided on the Bee Network where a Beeway crosses a main road should be of a type able to be used by both pedestrians and cyclists, unless otherwise agreed on a case by case basis through Design Review Panel. Wherever possible, a crossing type which avoids the need for shared space between pedestrians and cyclists should be selected, usually either a 'parallel zebra' or 'signalised parallel' ('Sparrow') crossing. The signalised option is likely to be preferable where motor vehicle flows are greater than 8,000 per day.
53. Toucan crossings should be avoided except where the cycle/pedestrian feeder routes to both sides of the crossing are shared use paths (which themselves should be avoided in most circumstances as per the guidance in Key Issue 5). In any other circumstances, toucan crossings will only be acceptable as part of active travel schemes in Greater Manchester where all other options have been thoroughly investigated and shown, as part of the project Full Business Case, to be undeliverable. The crossing selection tool in Appendix B should be used to assist in selecting the best crossing solution for any given scenario.
54. In instances where a crossing for pedestrians only is required, where vehicle flow is over 4,000 per day, this should be provided as a controlled crossing: usually either a zebra crossing or (where vehicular flow is greater than 8,000 per day) a puffin crossing.
55. Appendix A provides standard details of a number of key crossing types. Appendix B provides a crossing selection tool to assist scheme designers.
56. District Highway Authorities are recommended to engage early with TfGM's Urban Traffic Control (UTC) team to select and design the most suitable crossing option in each local circumstance. Authorities are also required to commission the TfGM UTC team to either undertake, or review, the design of any signalised pedestrian crossing installations in Greater Manchester.

References for more detailed guidance:

- LTN 1/20 section 10.4
- Welsh Active Travel Design Guidance, sections 6.35-6.37.



Figure 10: Parallel zebra crossing, London



Figure 11: Sparrow crossing, Stockport

Key issue 11: Signal junctions

57. Whilst designs providing good quality facilities for pedestrians at signal junctions have been commonplace for years in the UK, providing facilities of comparable quality for cyclists at such locations has been an aspect of cycle infrastructure design which has historically been problematic. However, it is an area where a great deal of progress has been made in the last decade, particularly in London and Greater Manchester.
58. LTN 1/20 section 10.6 describes in some detail a number of options which have been developed to provide high quality provision for cyclists at signal junctions, namely (and generally in descending order of the level of priority provided for cyclists):
 1. Cycle bypasses
 2. Separate cycle phases
 3. Cycle and pedestrian-only stage
 4. Hold the left
 5. Two stage right turns
 6. Cycle gate
 7. Early release
 8. Advanced stop lines
59. All of the above aspects will have a role to play in active travel infrastructure in Greater Manchester, on a location-specific basis. District Highway Authorities are recommended to engage early with TfGM's Urban Traffic Control (UTC) team to select the best option in each local circumstance. Authorities are also required to commission the TfGM UTC team to either undertake, or review, the design of any signals installations in Greater Manchester.
60. In addition to the options described in LTN 1/20, TfGM has developed an advancement on the 'Cycle and pedestrian-only stage' option described at section 10.6 of LTN 1/20: the Cycle Optimised Protected Signal (CYCLOPS) junction.
61. A CYCLOPS junction enables full adoption of Dutch principles at signal junctions and enables full protection for cyclists and pedestrians to be provided on all movements in the junction, without pedestrians and cyclists having to share space. The key innovation which has enabled this is the 'flipping' of the pedestrian and cycle movements in the circulatory system such that cycles are on the *outside* of pedestrians. This is the opposite arrangement to that found at most signal junctions in the Netherlands. However, crucially, it enables the pedestrian and cycle phases to run at the same time without the cycles conflicting with green man signals for pedestrians, which is critical in UK regulations.
62. At the time of writing (January 2021), two CYCLOPS junctions have already been completed and are operational, in Manchester and Bolton respectively. Whilst the approach is previously untested, these junctions have been well received by users initially and over thirty other CYCLOPS designs are currently in various stages of development and delivery across Greater Manchester. Early indications are that the principle is very adaptable to different junction geometries.



Figure 12: Aerial view of the first completed CYCLOPS junction in the UK: Hulme, Manchester

63. As with all signal junction installations, districts are recommended to engage early with TfGM’s UTC team to determine whether a CYCLOPS junction, or any of the other options listed above, may be appropriate at any given location.
64. LTN 1/20 includes the ‘Junction Assessment Tool’ at Appendix B. This is a very useful tool for assessing the level of service provided to cyclists at junctions. It does not consider pedestrian movements, however. Each junction movement is assessed on a ‘red/amber/green’ scale where a green indicates a movement able to be made easily by cyclists of all levels of experience, and a red represents a movement where conditions exist which are most likely to give rise to the most common collision types, and would therefore be challenging for even experienced cyclists to navigate safely. All junction movements which would be made as part of the Bee Network must conform to the ‘green’ standard described in the Junction Assessment Tool.

References for more detailed guidance:

- LTN 1/20 section 10.6 and Appendix B: Junction Assessment Tool
- London Cycle Design Standards section 5.4.
- CYCLOPS – Creating Protected Junctions (Greater Manchester Combined Authority/TfGM, 2019)



Figure 13: 'Hold the left' protection for two-way cycle track, Nottingham



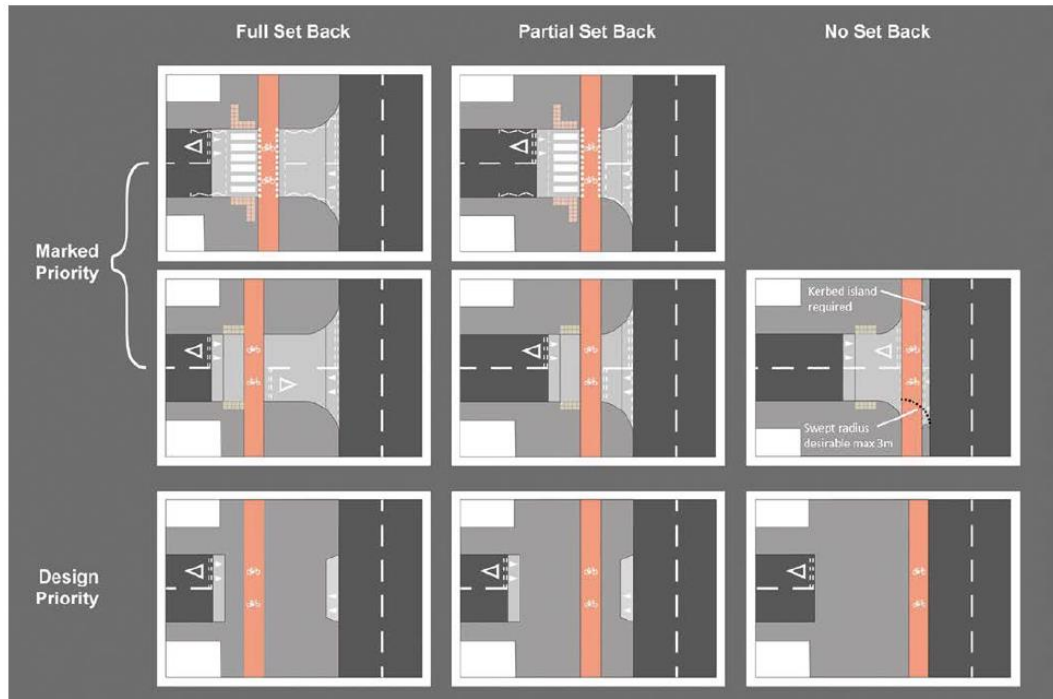
Figure 14: Protected right turn dedicated cycle phase, Trafford

Key issue 12: Side road crossings

65. Crossing side roads is a significant hazard for both pedestrians and cyclists, as standard UK approaches to side road junctions bring users of both modes into regular conflict with motor vehicles turning across them, potentially at speed. These conflicts can be reduced, or designed out entirely, by the adoption of a variety of potential approaches, as outlined

in section 10.5 of LTN 1/20, and specifically as shown in figure 15, which is reproduced from LTN 1/20 below. This shows options for providing for cycle and pedestrian priority at side roads in urban areas, classified by the position of the cycle facility relative to the major road kerbline:

1. Full set back – at least a car length (5m) from the kerbline;
2. Partial set back – less than a car length from the kerbline;
3. No set back – at the kerbline



* Note – yellow globes at parallel crossings omitted for clarity.

Figure 15: options for provision of priority for pedestrians and cycles at side road crossings, reproduced from LTN 1/20

66. All the above options are described in greater detail in paragraphs 10.5.7 to 10.5.34 of LTN 1/20, and are acceptable as part of Bee Network schemes.
67. In all cases, speed reduction measures through and on the approaches to junctions, and on turning, are recommended as measures that will benefit both cyclists and pedestrians. The following features, adapted from LTN 1/20, may be considered to help achieve this:
 - Reducing all movements through a junction to a single lane;
 - Adopting lane widths that allow cyclists to comfortably take either the secondary position or (when traffic flows and speeds are low) the primary position (see Key Issue 4);
 - Tight corner radii and raised entry treatments or wider junction tables that slow vehicles at the conflict points;
 - Banning one or more turning movements that conflict with major cycle flows (and ensuring that the conflict is not simply transferred elsewhere);
 - Providing refuges to allow cycles to cross junctions and to turn in more than one stage, but being careful to avoid creating pinch points;
 - Changing priorities at junctions to give priority to a heavy cycle flow, possibly requiring a change of layout; and

- Providing road markings to highlight the presence of cyclists to other road users, such as cycle symbols to TSRGD diagram 1057, lines to TSRGD diagram 1010 and advisory cycle lanes, as well as coloured surfacing.
68. Untreated, traditional side roads which do not communicate priority for pedestrians and cyclists over turning traffic, and which have large turning radii permitting high entry/exist speeds are not acceptable on Beeways.

References for more detailed guidance: LTN 1/20, section 10.5.



Figure 16: Side road with marked priority for cyclists and pedestrians, Walthamstow

Key issue 13: Surface quality and trip hazards

69. Surface quality is very important for both cyclists and pedestrians.
70. For pedestrian facilities, surfaces should be level, smooth and well maintained, and free from standing water. Tactile paving should be clear, unambiguous and conform to relevant Department for Transport guidance. Pedestrian facilities should be free from all trip hazards, defined as a non-contrasting level difference of greater than 20mm.
71. For cycle facilities, ideally a sealed asphalt or macadam surface should be provided, except where this is not possible due to local considerations. Where such a surface is not possible, a variety of alternative surfaces exist which provide a high quality, bound surface for cycling, but also permit permeability to water, and will be acceptable to other users, including equestrians. Unbound or loose surfaces such as mud or gravel are not acceptable for use on Beeways, as these make cycling more difficult and can represent a skid hazard to cyclists. They can also become muddy in periods of wet weather. Consultation with TfGM's Cycling and Walking team is recommended to explore non-asphalt/macadam surfacing options.

References for more detailed guidance:

- LTN 1/20 section 8.5
- Wheels for Wellbeing: A Guide to Inclusive Cycling, p43-45

Key Issue 14: Gradient

72. For all new cycling and walking facilities, it is important to take the opportunity to minimise any gradients, since they pose challenges for many users, particularly those who are older or disabled. No gradients of greater than 5% should be included on any new Beeways *except where*:
1. Local topography means a steeper gradient is necessary; and
 2. Site constraints prevent the gradient being engineered out in a way which represents value for money; and
 3. Alternative routes have been considered and have been found to be unsuitable/unattractive.
73. People can walk or cycle short stretches of relatively steep gradient, but many will not be capable of maintaining the higher levels of effort required on gradients over longer distances. For this reason, the maximum recommended gradient differs depending on the length of the hill. These are shown in Table 2, below, which is reproduced from section 5 of LTN 1/20.

Table 2: Maximum lengths for gradients of varying steepness (source: LTN 1/20)

Gradient %	Desirable maximum length of gradient (m)
2.0	150
2.5	100
3.0	80
3.5	60
4.0	50
4.5	40
5.0	30

74. It is recognised that cycle and pedestrian routes along existing roads and paths will usually have to follow the existing gradient. However, where gradients exceed those shown in Table 2, and cannot be engineered to comply with Table 2 in a way which represents value for money, signing the Bee Network via alternative, less steep routes should be considered.
75. Cycle routes should not be constructed with crossfall exceeding 2.5% gradient, as steep crossfall can cause bikes to slide, and can destabilise cycles with more than two wheels.

References for more detailed guidance:

- LTN 1/20 section 5.9 (and in particular table 5-8, which is reproduced above)
- Wheels for Wellbeing Guide to Inclusive Cycling, p43

Key issue 15: The ‘door zone’

76. Historically, roads and cycle lanes in the UK have often been designed such that cyclists are encouraged to pass close to kerbside car parking or loading bays. This is potentially very hazardous, since an opening car door can inflict serious injury or death on a passing cyclist, or cause them to veer suddenly into the path of motor traffic.
77. All new active travel schemes in Greater Manchester must design out this potential hazard by either:
- Where cyclists are accommodated in physically protected lanes, routing these lanes to the nearside of parked vehicles, incorporating a buffer zone of 0.5m in width between the parked vehicles and the cycle lane; or

- Where cyclists are accommodated in a mixed traffic lane, placing cycle symbols to diag. 1057 in the primary position central to the lane width between the edge of the parking bay and the centre of the carriageway; or
- Removing or relocating the on-street car parking such that it no longer affects the cycle route.

References for more detailed guidance: LTN 1/20 sections 6.2.40 to 6.2.43.

Key issue 16: Lighting

78. Lighting of cycling and walking routes is very important in order to ensure they are accessible to all. Unlit routes can be intimidating to many users after dark. Given that many utility trips will occur during hours of darkness, particularly in winter, lack of good quality lighting is a major deterrent to year-round cycling and walking.
79. Lighting for all on-road Beeways should comply to the British Standard 5489-1:2003 Code of Practice for the Design of Road Lighting. Where new lighting is installed, this should use LED equipment as such lights give a far better quality of light and are more energy efficient.
80. Off-road Beeways should also be provided with full ambient lighting, ideally to the same standards referenced above. It is recognised that such lighting may not be appropriate or possible in some locations away from the highway, for example for ecological or planning reasons. In these instances, it is recommended that either low level bollard lighting be installed, or solar powered LED road studs embedded in the track surface. Solar powered road studs are not recommended where there is deciduous tree cover, since the studs can become obscured by leaf litter.
81. All Beeways, either on-road or off-road, must be equipped with at least some form of lighting.

References for more detailed guidance:

- LTN 1/20 section 8.7
- Sustrans Traffic-free Routes and Greenways Design Guide, section 10.1.

Key issue 17: Cycle parking

82. High quality cycle parking should be provided as an integral part of all Beeways. This should include as a minimum:
 1. Short stay cycle parking installations at locations of trip origin or destination along the route, such as local shops, parks, schools and places of worship (see figure 17).
 2. Longer stay parking at major trip destinations such as public transport stops and significant employment locations (see figure 18). Scheme promoters should work with local major employers as necessary through the Activation Plan developed as part of the project Business Case to ensure that potential users of the proposed Beeways have access to high quality cycle parking.
 3. Consideration should also be given to the need for parking provision for non-standard cycles.
83. All cycle parking should be:
 - Visible
 - Accessible, located at or very close to the end destination (usually the pedestrian entrance to the destination being served)

- Safe and secure, both in terms of security of the bike, and the personal safety of the user when parking the bike
 - Consistently available – often small clusters of stands at frequent intervals work better than larger concentrations at fewer sites, except at major destinations with single points of access, such as office blocks or public transport stops.
 - Easy to use
 - Fit for purpose
 - Well managed and maintained
 - Coherent, in terms of its relationship to other cycle infrastructure
 - Covered, unless intended for very short stay durations of less than 2 hours
84. Section 11 of LTN 1/20 provides detailed guidance on cycle parking, including design dimensions for stand spacing and suggested numbers of stands at specific locations.

References for more detailed guidance:

- LTN 1/20, section 11.
- A Guide to Inclusive Cycling, Chapter 5.



Figure 17: high quality on-street short-stay cycle parking incorporating planting features, Stockport



Figure 18: Long-stay, open-access covered cycle parking at a local rail station, Amsterdam

Key Issue 18: Streetscape

85. The purpose of this Guide is not to provide detailed guidance on landscaping and the appearance of streetscapes. Detailed guidance on this is provided in a variety of sources, most notably the NACTO Global Street Design Guide. Further guidance for Greater Manchester will be incorporated in the future Streets for All Design Guide.
86. However, a number of core principles exist to which all Active Travel schemes within Greater Manchester should seek to adhere:
 - **Minimising street clutter:** all schemes should look to minimise street clutter and provide as clear and spacious a street environment as possible.
 - **Provision of places to rest and spend time:** streets are not just transport corridors, but in the context of pedestrian usage are public places and should be pleasant places to spend time. Locations to rest or spend time and encourage wider uses of the street – such as play, performance and community functions – should be incorporated as part of designs wherever possible.
 - **Maximising street trees:** trees benefit environmental quality in many different ways. All active travel schemes in Greater Manchester should aim to increase the numbers of trees in the street environment.
 - **Sustainable Urban Drainage Systems (SUDS):** street designs should aim to reduce flood risk by minimising surface water runoff through incorporating sustainable urban drainage systems, usually in the form of street level planting. Detailed guidance is provided in the Transport for London publication *SuDS in London – a Guide*.
 - **Installation of public artwork** or other features to assist in creating a 'sense of place' and encourage people to linger and spend time in the street environment.

References for more detailed guidance:

- NACTO Global Street Design Guide, especially chapter 5 (Designing Streets for Place) and section 10 (Streets)
- SuDS in London: a Guide



Figure 19: Incorporation of SuDS to Active Neighbourhood scheme, Cardiff

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GREATER MANCHESTER COMBINED AUTHORITY

Date: 26 March 2021

Subject: Electric Vehicle Charging Infrastructure (EVCI) Update

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

PURPOSE OF REPORT:

To set out the progress made in delivering Electric Vehicle Charging Infrastructure (EVCI) in Greater Manchester.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the progress made in delivering EVCI in Greater Manchester;
2. Note the continuing need for public sector intervention in charging infrastructure to overcome barriers to EV ownership; and
3. Approve the next steps set out in the report to support the further expansion of the system, and request officers to bring back a draft EVCI Strategy to a meeting of the GMCA this summer.

CONTACT OFFICERS:

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Megan Black megan.black@tfgm.com

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Implications:

Locations of new infrastructure will be the subject of equalities assessments.

Climate Change Impact Assessment and Mitigation Measures –

Successful roll-out will have a very positive carbon impact and is a key element of the GM Environment Plan.

Risk Management:

TfGM standard practices on risk management have been applied to the EV Programme of work.

Legal Considerations:

N/A

Financial Consequences – Revenue:

No direct implications in report.

Financial Consequences – Capital:

No direct implications in report. Capital implications relating to investing in EV infrastructure across Greater Manchester are considered during business case making.

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

GMCA Report to Friday 29 November 2019 meeting on Greater Manchester EV system

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

1. INTRODUCTION/BACKGROUND

- 1.1 Electric Vehicle (EV) charging infrastructure is key driver of Greater Manchester (GM)'s ambitions for the environment. EV charging is a core enabler of GM's ambition to be a carbon-neutral city region by 2038, and the proposals in the Greater Manchester Outline Business Case to tackle Nitrogen Dioxide Exceedances at the Roadside (GM Clean Air Plan) are underpinned by encouraging GM businesses to switch to low and zero emissions vehicles. As part of the public conversation last year on the GM Clean Air Plan proposals, the availability of charging points was cited as a key barrier for businesses and individuals in switching to an EV.
- 1.2 The delivery and operation of Greater Manchester's publicly funded Electric Vehicle Charging Infrastructure is co-ordinated by TfGM, so that EV can integrate its delivery with wider strategic GM responsibilities such as sustainable journeys, carbon reduction and Clean Air.
- 1.3 In order to support a rapid transition to EVs across Greater Manchester (GM) it will be important to have the right charging infrastructure in the optimal locations to help meet our clean air and low carbon targets, support the 2040 Strategy ambitions and deliver the "Right Mix".
- 1.4 Greater Manchester has approximately 360 publicly accessible charge points operated and maintained by a number of operators. This includes 126 publicly funded Electric Vehicle Charging points, part of the Be.EV electric vehicle charging network. The Be.EV is currently free to use until the launch of a Pay as You Go model.
- 1.5 Circa 30,000 sessions occurred between 1 September 2020 (post Be.Ev transition) and 31 January 2021. To give a monthly example, in January 2021, there were 5184 sessions from 941 unique drivers. Over this month, there were 1.37 sessions per unit per day.

2. ELECTRIC VEHICLE REGISTRATIONS IN GM

- 2.1 Currently, at around 0.2%, GM's Battery EV registrations are significantly behind the national average of 0.34% of the total vehicle population. To put this into context, in order to meet our carbon reduction obligations modelling^[1] indicates that 9.3% of vehicles will need to be zero emission by 2025 increasing to 36.12% by 2030^[2]. For clean air compliance, modelling^[3] indicates that 15% of hackneys and PHVs will need to be EV by 2025. This equates to over 300 hackneys and 1,800 PHV in less than five years. 2018 data indicates that less than 0.2% of the total taxi trade

vehicle population was EV, with 2019 data showing just 19 EV hackneys being registered in the city region.

- 2.2 As observed in a number of cities across Europe in varying states of EV market penetration, the most critical factor in realising increased EV take-up in any sector is the Electric Vehicle Charging Infrastructure (EVCI) network and the availability of suitable charging devices^[4]. Currently, GM's EVCI provision is 20% below the UK average; GM has 39 chargers per 100,000 registered vehicles compared to a national average of 49. Whilst demographic and economic factors will have influenced EV uptake in GM, the relatively low provision of EV charging capacity will also have been a significant factor in GM's low EV uptake compared to the national average.
- 2.3 GM's latest EV charging demand forecast indicate that the EV infrastructure network requires significant expansion of publicly accessible charging infrastructure in the next 5 years in order to meet our carbon reduction targets; with that need increasing even more between 2025 and 2030. Currently electric vehicle sales continue to grow against a background of general decline in vehicle sales^[5] and based on continued growth, by 2025 Greater Manchester, could require in the region of 3,700 chargers^[6].
- 2.4 Whilst the private sector contribution to expanding the GM EVCI network will be valuable, there is limited evidence of it delivering, at the scale and pace needed to meet projected demand, or the right type of infrastructure in the right locations.
- 2.5 There is therefore a continued need for substantial public sector intervention, supported by a clear policy position, to influence the scale and distribution of EVCI investment (both public and private) in a future network that supports our 2040 Strategy and 2038 Carbon neutrality ambitions as well as the Clean Air Plan.
- 2.6 A draft EVCI Strategy is in development to support these ambitions and, in particular, delivery of GM's CAP. The strategy will set out:
 - GM's vision for EVCI in across the region;
 - A set of strategic principles to guide the design and future development of the network; and
 - The estimated size, mix and spatial distribution of the network required to meet anticipated / forecasted demand.
- 2.7 This work will be reported to a future meeting of the Greater Manchester Combined Authority (GMCA).

3. EXPANDING THE PUBLICLY FUNDED NETWORK

- 3.1 By the end of February 2021, it is anticipated that the Joint Air Quality Unit (JAQU) funded Early Measures Project will have delivered 12 of the 24 new rapid (11-

45kW) charging points across GM, with the remainder commissioned by May 2021. This will include two rapid chargers exclusively for the hackney and private hire trade.

- 3.2 In March 2020, the government advised that they were unwilling to fund the 300 general EVCI posts GM requested through the Clean Air Plan, but offered to work with GM, in order to identify an alternative funding source. Discussions with the JAQU and OZEV are currently ongoing, with several funding options being explored. The project development phase is complete, with a fully costed FBC. If implementation funding is identified, the project team will be able to mobilise quickly and deliver this new charging infrastructure for GM.
- 3.3 GM has however secured of £2.4m OLEV^[2] funding to facilitate the rollout of no less than 30 dedicated Taxi charging posts in locations that will be highly favourable to both the Hackney and Private Hire trades. The taxi trade engagement undertaken at the same time as the CAP and MLS consultation received a relatively low level of response and therefore a further engagement exercise has been undertaken. As a consequence, the completion date for installation of this equipment is expected to be in early 2022.
- 3.4 A GM Clean Air Plan (GM CAP) bid for a further £6.5m to provide an additional 40 dedicated Taxi charging posts across GM has been submitted to government. On 11th February the Government set out it will provide £3m for dedicated electric vehicle infrastructure. Officers are now developing the programme of work that could be delivered against this funding.
- 3.5 At its meeting in February, GMCA agreed to prioritise additional funding of up to £10 million from its Transforming Cities Fund resources as a local contribution to a joint package of funding subject to successful agreement with central government.

4. NEXT STEPS

- 4.1 Officers will:
- Continue dialogue with JAQU and OZEV to identify funding options to expand the EV network;
 - Continue to deliver current EV Programme of work; and
 - Bring forward a draft EVCI Strategy in Summer.

^[1] EV charging demand modelling undertaken by Ove Arup and Partners Ltd's proprietary model

^[2] National Grid Future Energy Scenarios 2020

^[3] Modelling by Clean Air Plan Data, Evidence and Modelling team

^[4] <https://theicct.org/publications/electric-vehicle-policies-eu-cities>

^[5] <https://www.smmmt.co.uk/vehicle-data/evs-and-afvs-registrations/>

^[6] Based on projected EV growth using National Grid Future Energy Scenario, 2019

[\[7\]](#) In December 2020 it was announced that the Office for Low Emission Vehicles (OLEV), the government unit responsible for overseeing the transition to zero-emission cars and vans, was to be renamed The Office for Zero Emission Vehicles (OZEV) to align with the government's net-zero ambitions.

GREATER MANCHESTER COMBINED AUTHORITY

Date: 26th March 2021

Subject: City Centre Transport Strategy

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

PURPOSE OF REPORT:

This report sets out the work that Manchester and Salford City Councils and TfGM have completed to finalise the City Centre Transport Strategy. Specifically, it sets out the outcome of a public consultation event at the end of 2020, the changes to the draft strategy and seeks approval of the final strategy, which will form a sub-strategy to the Greater Manchester Transport Strategy for 2040.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the updates to the draft City Centre Transport Strategy following public consultation.
2. Endorse the final City Centre Transport Strategy for publication.

CONTACT OFFICERS:

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Nicola Kane, Head of Strategic Planning, Insight and Innovation, TfGM - Nicola.Kane@tfgm.com

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Equalities Implications:

The City Centre Transport strategy is a sub-strategy to the Greater Manchester Transport Strategy 2040 documents which aim to contribute to delivering sustainable economic growth, improve quality of life and protect the environment. The original GM Transport Strategy 2040 was the subject of an Integrated Assessment which includes an Equalities Assessment. In addition, an EQIA is being undertaken on the CCTS.

Climate Change Impact Assessment and Mitigation Measures –

1. The CCTS has the vision “for a well-connected, zero-carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit” and supports Greater Manchester’s ambition to be carbon neutral by 2038.

Risk Management:

N/A

Legal Considerations:

N/A

Financial Consequences – Revenue:

The CCTS includes a funding summary statement and is aligned to the GM Transport Strategy 2040 – Five Year Transport Delivery Plan.

Financial Consequences – Capital:

The CCTS includes a funding summary statement and is aligned to the GM Transport Strategy 2040 – Five Year Transport Delivery Plan.

Number of attachments to the report:

One: City Centre Transport Strategy

Comments/recommendations from Overview & Scrutiny Committee

N/A

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

1. INTRODUCTION

- 1.1 Work has been undertaken by Manchester City Council, Salford City Council and Transport for Greater Manchester (TfGM) to revise the *2010 Transport Strategy for Manchester City Centre*, in order to support the ongoing growth of the city centre and recovery from the impacts of the COVID19 pandemic, and to set out a contemporary vision for the future of the city centre which reflects the importance of place-making, improving access into and across the city centre by sustainable modes of transport for everyone, and which supports Greater Manchester's goals for clean air and to become carbon neutral by 2038.
- 1.2 The revised strategy is based on significant engagement and consultation. Within the framework of the GM 2040 Transport Strategy, it sets out key transport policies and interventions for future delivery, covering the full period up to 2040, and considering the needs of residents, businesses and visitors and covering all modes of transport used to travel to, from and around the city centre.
- 1.3 The final City Centre Transport Strategy (CCTS) to 2040 is included at appendix 1 to this report for Members' consideration and endorsement.

2. CONSULTATION PROCESS

- 2.1 The revised CCTS responds to comprehensive engagement with local residents, businesses and organisations over the period since 2018. The development of the CCTS has also been shaped through scrutiny meetings of Manchester and Salford City Councils.
- 2.2 A conversation on the City Centre Transport Strategy (CCTS) was held in the autumn of 2018, which received 3,700 responses. The engagement exercise was undertaken to listen to the views of residents, businesses, workers and others who use the city centre, on the emerging proposals and to further define the key principles.
- 2.3 An engagement and co-design exercise with stakeholders on the proposals in the revised CCTS through a series of workshops during December 2019 and early January 2020. These workshops were attended by 52 individuals and representatives of stakeholder groups and organisations.
- 2.4 A full formal public consultation exercise held between 23 September to 4 November 2020. This consultation received 2,426 online responses, as well as 24 direct email responses. The responses showed high levels of overall support for the proposals within the draft strategy, with some specific points of comment and concern which have informed the drafting of final version of the strategy.

3 Final City Centre Transport Strategy to 2040

- 3.1 Given the high level of support received from the consultation for the overall strategy, the vision for the revised CCTS remains for “a well-connected city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit”.
- 3.2 Similarly, the central aim for 90% of all trips to the city centre to be made by foot (including people using wheelchairs and with guide dogs), by cycle or using public transport by 2040 in the morning peak remains, as do the seven core ambitions, which are:
- Walking is the main way of getting around the city centre;
 - The city centre is cleaner and less congested;
 - More people choose to cycle to destinations within the city centre;
 - The city centre benefits from better public transport connections;
 - Parking in the city centre is smarter and integrated with other modes;
 - Goods are moved and delivered sustainably and efficiently into and within the city centre; and
 - Innovation is embraced where it benefits the city centre and its users.
- 3.3 Changes made to the final CCTS document to reflect the issues raised during the consultation include the following:
- In response to a number of comments that were received about accessibility, the strategy has been reviewed to make explicit that accessibility for all and an age friendly city centre are central to the strategy, and that each of the ambitions reflects this. The proposals have also been re-visited to emphasise that city centre improvements will be designed to be accessible and inclusive, and that the needs of all groups will be carefully considered and balanced.
 - Further emphasis has been given to the commitment to retaining appropriate levels of car parking for disabled people.
 - The need for easily accessible cycle storage facilities has been strengthened.
 - Further emphasis is given to street maintenance, cleanliness and safety, and small-scale improvements that can be made to footways in the short-term to enhance the walking experience.
 - Further emphasis has been given to the local benefits of HS2, and the need for local rail improvements to be made alongside larger national schemes. A statement has been included to highlight the work of the Manchester Recovery Task Force.
 - The links to environmental strategies and targets have been made more explicit, emphasising the commitment to be a carbon neutral city by 2038.
 - The latest position has also been updated on relevant plans and strategies, such as

- The draft Clean Air Plan, which has progressed since the strategy was drafted. References to exploring an Ultra Low Emission Zone have also been reiterated.
- The cities and other relevant Local Plans and the development of 'Places for Everyone'
- Powering Recovery: Manchester City Council's Economic Recovery and Investment Plan
- A refreshed GM Transport Strategy 2040 and new Five Year Transport Delivery Plan, which were published in January 2021

3.4 In a number of cases, the views raised in response to the consultation will need to be considered in more detail as proposals are further developed. For example, concerns were highlighted about some of the bus proposals outlined in the city centre. We are committed to continuing to work with bus operators, bus users and other key stakeholders in the development of the proposed interventions and the timings for their implementation.

3.5 Similarly, there were a number of responses which requested an increase in car-free streets and spaces, improvements to public space, and for cars to be removed entirely from the city centre. Improvements to, and increasing, space for pedestrians (including people in wheelchairs and with guide dogs) is a key part of the strategy. Further feasibility work will be developed to seek to increase further car-free space where appropriate (which could be on a temporary basis or at certain times of day, week or year). However, this will need to be done in parallel with improvements to public transport and active travel options, to give people a real alternative to travelling by car. In developing any options, recognition will be given to the continued need for some people to access the city centre by car, including disabled people and people who cannot walk for long distances, and for deliveries/access to buildings.

3.6 The final CCTS document has an updated delivery and funding section to reflect the latest position on committed schemes, unfunded priorities (for the next five years) and longer-term development priorities. This will support informing the development of the priorities in the Greater Manchester Infrastructure Plan.

4 CONCLUSION & NEXT STEPS

4.1 The final CCTS, attached at Appendix 1, provides the framework for key transport policies and interventions for future delivery, in both the shorter and longer term, leading up to 2040, covering all modes of transport used to move to, from and around the city centre.

4.2 It is proposed that the final strategy will be published following consideration by Manchester City Council Executive on the 17th March 2021, Salford City Council's Regeneration Committee Meeting on 22nd March and the Greater Manchester Combined Authority on the 26th March 2021.

- 4.3 The final CCTS will be made available on TfGM's, Manchester City Council's and Salford City Council's websites. It will be used to guide transport and connectivity improvements to and within the city centre, in line with the Greater Manchester Transport Strategy 2040 and supporting strategy documents.
- 4.4 A joint public launch for the strategy is planned online around the 17th March once all three parties have published the final strategy in their papers for approval. This work will acknowledge that the approval process will not be completed till the end of March and will use social media and communications channels to raise awareness of the strategy and ambitions of the CCTS.
- 4.5 Ongoing engagement on specific proposals will be carried out as they develop, including with residents, transport operators and users, businesses, transport forums and other stakeholders.
- 4.6 Once published the CCTS will support the continuing programme of Growth Deal and Mayor's Cycling and Walking Challenge fund projects that are already underway in the City Centre.
- 4.7 Our future transport interventions set out in this document need to focus on tackling climate change and reducing carbon, creating cleaner air, tackling social exclusion, supporting the health and economic recovery from the Covid-19 pandemic and helping to deliver the planned growth in the city centre. We are planning to focus on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term to support a growth in walking, cycling and public transport. The document will therefore provide the policy context for further projects as they are developed to support our ambitions for the City Centre.

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CITY CENTRE TRANSPORT STRATEGY TO 2040

March 2021

FINAL DRAFT – subject to final updates as the strategy goes through the approvals process with MCC, SCC and GMCA.

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Foreword

TO BE ADDED

DRAFT

Introduction

The city centre of Manchester (incorporating areas of central Salford) lies at the heart of a major European city-region of almost three million people. It is the most important commercial, retail and entertainment location in England outside London, and is the main engine for the region's economy. It is home to a fast-growing residential population, the largest student community in Europe and is the focus for the North of England's public transport system. All these different functions co-exist within a small geographic area and lead to a complex pattern of competing travel demands.

Our City Centre Transport Strategy needs to support the city's ambitions to grow, become carbon neutral by 2038 or sooner, while ensuring that it is well-connected to the wider area that it serves.

The previous City Centre Transport Strategy was adopted in 2010 and has served the city centre well. During the last decade we have seen some transformational projects that were proposed in the document come to fruition:

- The Second City Metrolink Crossing has increased the capacity of our public transport system and provided important new connections into the heart of the city;
- Investment in the cross-city bus package has made travelling by bus more attractive and reliable, as well as improving conditions for pedestrians on Portland Street and Princess Street;
- The environment of Oxford Road has been transformed by bus priority and cycling enhancements;
- St Peter's Square has been turned into a high-quality pedestrian space, providing a first-class setting for the buildings surrounding it and a new Metrolink stop;
- The Ordsall Chord has provided a direct rail connection between Piccadilly and Victoria Stations; and
- Wayfinding has been improved to make it easier for visitors to make their way around the city.

All these measures have helped the city centre continue to grow and its economy to thrive.

Since 2009 there has been a reduction in the number of cars entering into the city centre, from over 27,000 in 2009 to under 23,000 in 2019 in the morning peak, see Figure 1. In parallel, there has been an increasing number of people accessing the city centre on foot, by cycle, by Metrolink and by rail. Access to the city centre by bus has been largely stable across the 10-year period.

(Source: TfGM SRAD REPORT 2021 Transport Statistics 2018 -19: Key Centre Monitoring Section)

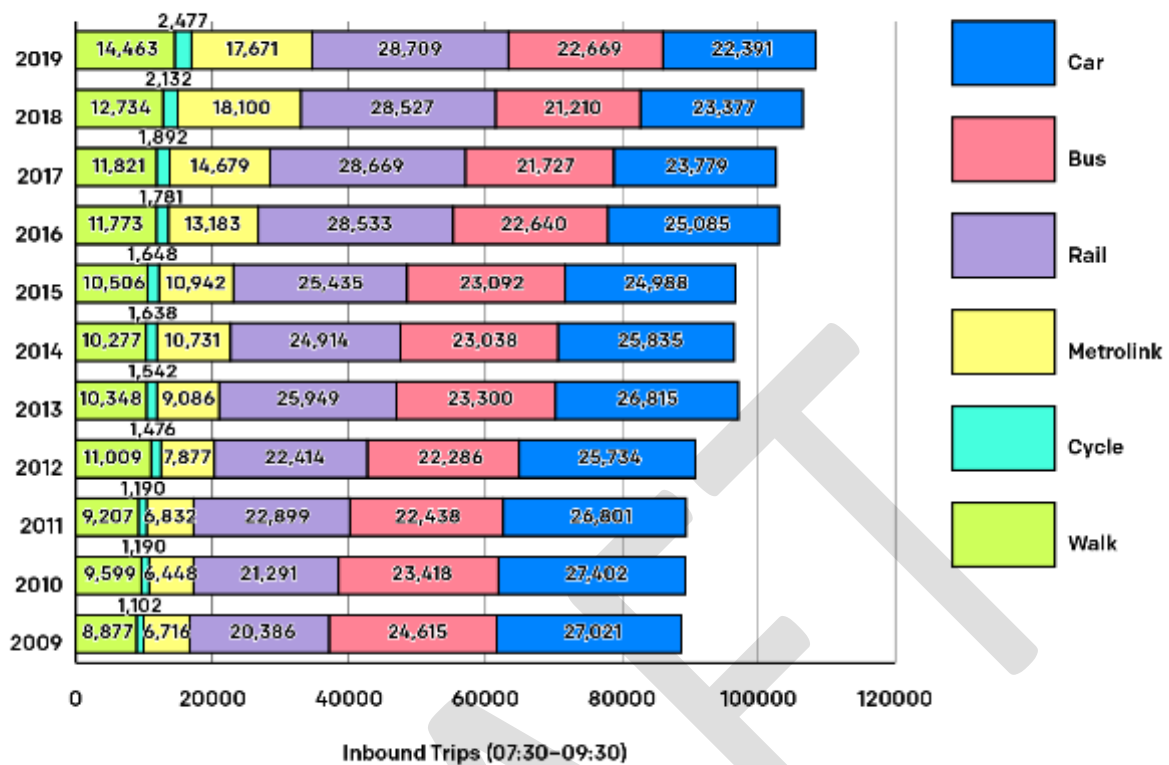


Figure 1: Split of trips by mode travelling inbound to the city centre during the morning peak period. (Source: TfGM SRAD REPORT 2021 Transport Statistics 2018 -19: Key Centre Monitoring)

As we enter a new decade, we are faced with new challenges but also new opportunities. As the city and the wider world seeks to recover from the Covid-19 pandemic, we need an updated strategy that will help us to support the city centre’s recovery and to set out a bold vision for its future.

In light of the Covid-19 pandemic, our plans focus on how the city centre can enable a strong, sustainable, healthy and inclusive recovery, taking the achievements made since 2010 to the next level. Manchester’s Economic Recovery and Investment Plan –Powering Recovery – was published in 2020. It sets out the plan to reinvigorate the city’s economy, to protect and create jobs, and support new business opportunities in response to the pandemic. The proposals set out within this transport strategy are a crucial part of delivering the Powering Recovery plan.

This City Centre Transport Strategy for 2040 has been produced following input from residents, commuters, businesses, visitors, transport operators and other stakeholders to understand the existing transport challenges and future aspirations for the city centre of those that use it each day. There have been several exercises to gauge the views of the people who live in, work in and visit the city. Firstly, we held a conversation in the summer of 2018 with people, businesses and stakeholders to which over 3,700 responded..

This was followed by discussions with a number of key stakeholders at the start of 2020 who helped to co-design the strategy. The consensus from these exercises was that efforts needed to be focused on making the city centre an even more attractive place to be. People wanted to see

more emphasis given to the needs of pedestrians, safe and attractive cycling provision, cleaner air, alongside work to continue to improve the capacity and attractiveness of the public transport system that serves the city centre.

A further consultation was held on the draft strategy in autumn 2020, with over 2,400 responses. There was a high level of support for the overall strategy. The vision for the revised City Centre Transport Strategy remains for **“a well-connected, zero-carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit”**. The central aim for 90% of all trips to the city centre to be made by sustainable travel by 2040 in the morning peak remains, as do the seven core ambitions.

Accessibility for all is strengthened within the strategy. As proposals are designed, they will emphasise accessibility and inclusion, and that the needs of all groups of users will be carefully balanced. Furthermore, there is a commitment to retaining appropriate levels of parking for disabled people. In developing any options, recognition will be given to the continued need for some people to access the city centre by car, including disabled people and people who cannot walk for long distances. The accessibility of the document itself has also been refreshed.

Concerns were highlighted about specific bus services. Local authorities will continue to work with bus operators, bus users and other key stakeholders in the development of proposed interventions.

A range of responses concerned the level of private car accessibility to the city centre, improvements to public space, and for cars to be removed entirely from the city. Improvements to, and increasing, space for pedestrians (including people in wheelchairs and with guide dogs) is a key part of the strategy. Further feasibility work will be developed to consider car-free space where appropriate (which could be temporary or at certain times). However, this will need to be done in parallel to improvements with public transport and active travel options to give people a real alternative to travelling by car, and ensure access is retained for homes and businesses, including deliveries. Security must also be considered carefully when re-purposing the balance of movement and place.

The document that follows responds to those views and brings together work that has looked at the ambitious plans to make the city centre a more attractive place to live, work and visit. It also looks at the medium and long-term plans for continued growth in the number of jobs and homes, the demands that the transport system needs to meet, while also considering the near-term measures to respond to the impacts of the Covid-19 pandemic.

Manchester and Salford City Councils and Transport for Greater Manchester have collaborated in developing this document. We hope that you agree that it sets out a bold and ambitious vision for the future.



Vision

The city centre of Manchester, incorporating areas of central Salford, is the fastest growing city outside London. The city centre has strategic importance for the economy of Greater Manchester and rebalancing the Northern economy. By 2040, there is potential for 100,000 more jobs and 50,000 more homes in the city centre. Much of this is driven through planned growth accounted for within local authority Local Plans and the developing Joint Development Plan Document – Places for Everyone – part of the region’s plan for homes, jobs and the environment. This is focused on providing the right locations for homes and creating jobs to ensure the future prosperity of Greater Manchester whilst prioritising development of brownfield sites and reducing unnecessary green belt release.

The most successful cities of the future will be those offering the best quality of life and a range of job and leisure opportunities, reducing the need to travel by locating homes close to jobs and services, and enabling ease of local travel by walking, cycling, public transport and new zero-carbon forms of micro-mobility.

More people travelling to the city centre to visit and for work, and more people living within the centre, creates increasing demand and pressures on our transport systems and streets. At the same time, the city centre has limited street space to add new transport infrastructure.

As our city grows, we want to think about our streets differently, creating new and better ways to make better use of this highly valuable space. In parallel, we want to resolve challenges which the city faces and deliver on our agreed targets for cleaner air and deliver on our commitment to decarbonise the city to achieve net-zero carbon emissions. This is whilst ensuring the city centre continues to thrive as the hub for the city-region’s economic growth.

The future of Greater Manchester and the North therefore depends on the city centre continuing to compete in the international arena for jobs, growth and investment, and at the same time enhancing the liveability of the city centre – making our city a greener, safer, inclusive and more attractive place to live, work and visit.

This city centre transport strategy is bold in its vision: Our central aim is for 90% of all morning peak trips to the city centre to be made on foot, by cycle or using public transport by 2040, with walking to become the predominant mode of travel within the city centre.

Within this document, the terms ‘walking’ and ‘pedestrian’ encompass not only people walking, but also those using streets and spaces in a variety of other ways in addition to spending time in, for example to rest and play. These include:

- Those using wheelchairs, including electric wheelchairs and mobility scooters;
- Those with sensory impairments, such as blind, partially sighted or deaf pedestrians who may experience the street environment quite differently; and
- Those pushing prams, buggies and double buggies.

City centre area

The map in Figure 2 sets out the geographical coverage of the city centre covered in this strategy. The city centre is part of Greater Manchester’s Core Growth Area.

“Our vision is for a well-connected, zero-carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit.”

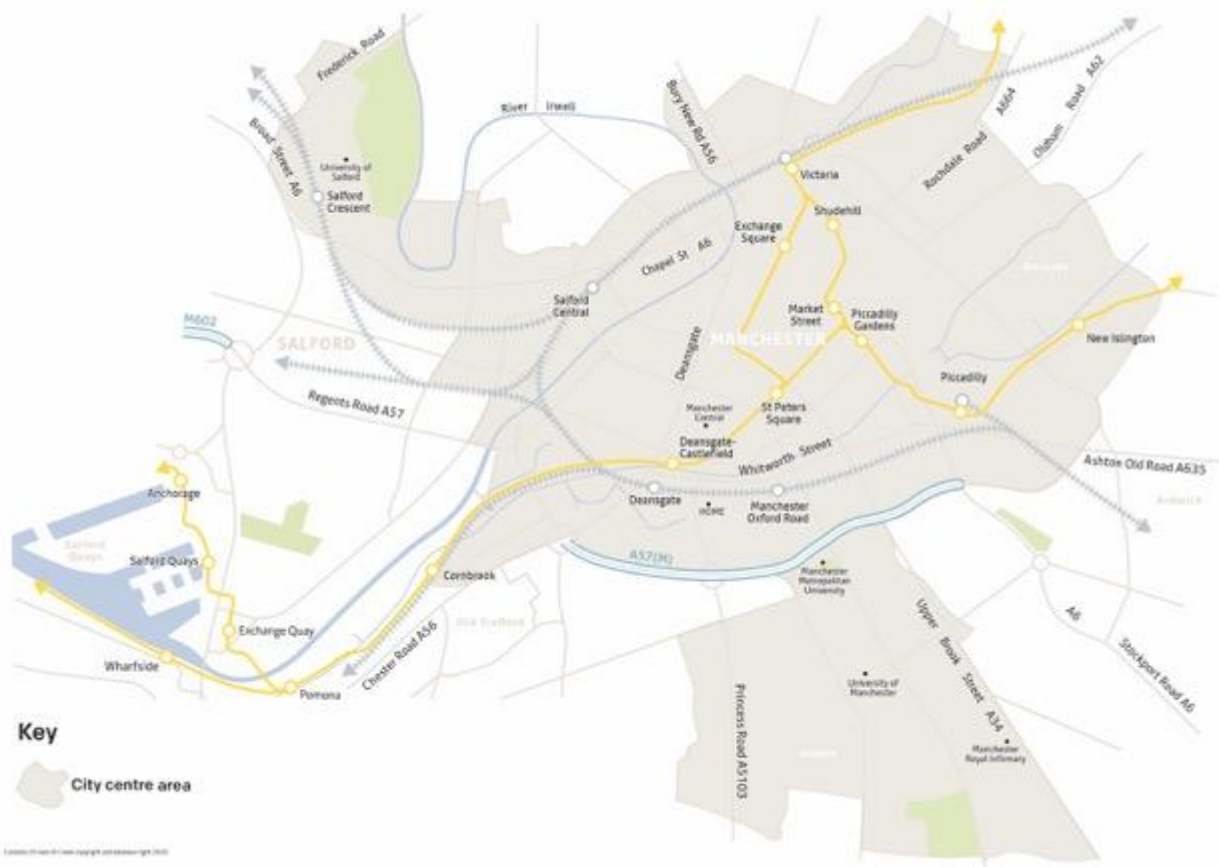


Figure 2: City centre area map



Background and context

The city centre is the historic heart of Greater Manchester and a major economic hub for the North of England. The city centre today is home to around 67,000 people with more than 7.2 million people living within a one-hour commute. Each year the city welcomes around a million tourists attracted by its music, sport and cultural attractions, and key events such as the Manchester International Festival, Manchester Pride and Christmas Markets. This is in addition to people visiting for business (including conferences). The city is also an important knowledge hub with three universities and several major research centres attracting increasing numbers of students.

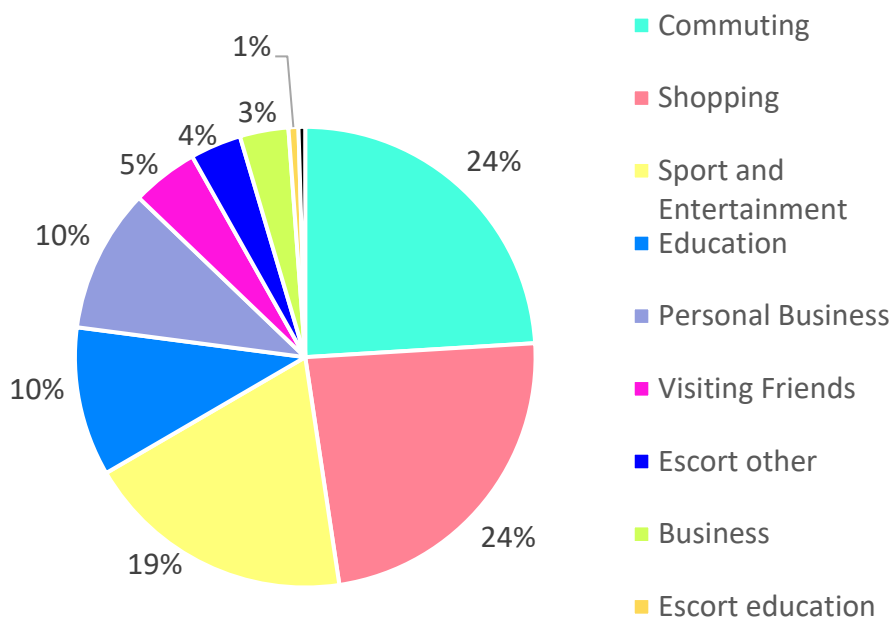


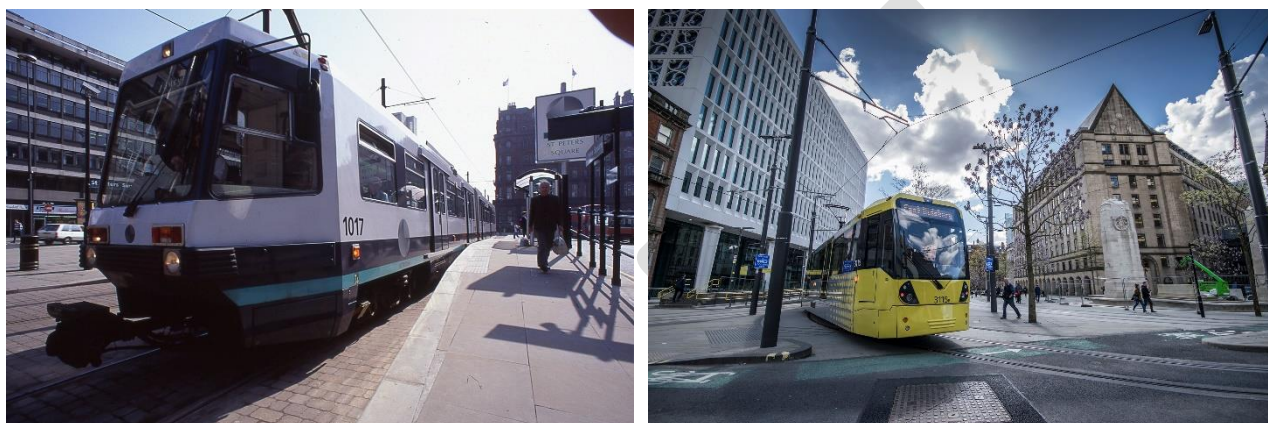
Figure 3: Journey purpose of Greater Manchester residents travelling to the city centre (Source GM TRADS)

The city centre is a destination for many of our daily activities including learning, working, living, cultural experiences, leisure, shopping and relaxation, see Figure 3. It continues to play a key role in the growth of the city’s economy and that of Greater Manchester as a whole. As a busy centre it is essential to provide an efficient and integrated transport network with capacity and connectivity across the region and wider cities, supported by better quality streets and public spaces.. Clearly many of these activities have slowed during the Covid-19 pandemic. However, we expect the city centre to regain its long-term momentum, and for people to begin to return to enjoy its attractions. At the same time, the use of space has become even more important in allowing people to enjoy the city centre and in supporting our businesses.

The city has changed dramatically over the past decade to be one of the most dynamic centres in Europe. The Manchester Crane Survey 2021 (Deloitte Real Estate, 2021) identified a resilient construction sector consistent with the previous 2020 survey, with approximately: 12,000 homes

under construction; 4,900 homes completed; and 4,700 homes commenced during 2020. Approximately 1.2 million square feet of office space was delivered through 2020, the highest delivery since 2008. Manchester is now the number one tourism destination outside of London, recently overtaking Edinburgh in 2019. Over the next two decades, significant further growth is expected in the economy and population of the city centre. This will bring both opportunities and challenges, including the need to deliver appropriate transport infrastructure and adequate capacity to support this growth.

Transformation of St Peter's Square in the city centre through interventions in the 2010 City Centre Transport Strategy



Critical to Greater Manchester's success over the next decade and beyond is a decisive response to the challenges posed by air quality, congestion and climate change. The next phase of development in the city centre requires solutions to tackle these issues, including the need for a rapid acceleration of efforts to achieve Greater Manchester's decarbonisation targets and for the city to become net-zero by 2038. Transport accounts for 30% of carbon emissions in Greater Manchester. Our net-zero declaration means we must do more to shift towards zero carbon modes of travel. There is no better place to start to address this problem than in the city centre, a focal point of daily travel in the city-region.

This City Centre Transport Strategy provides a 20-year framework for future investment in and management of the city's streets and transport systems. This will be critical to recovering from the Covid-19 pandemic, setting the necessary conditions for city centre residents, visitors and businesses to thrive. How people travel in the future will continue to change, not just as a result of the Covid-19 pandemic, and this strategy will support everyone to travel on foot, bicycle or public transport and not necessarily need to use the car. It sets out our aspirations for improvements to our transport connections and details an ambitious approach to changing mobility patterns in the city centre. More specifically, this strategy seeks to:

- Explain the need for the transport strategy, and the key drivers of change in the city centre;
- Set out the vision and our ambitions for travel, movement and mobility in the city centre within the current economic and strategic context;
- Outline our future proposals for achieving our vision and ambitions including a programme for funding and delivery; and
- Identify how we will measure the success of our transport strategy.

Creating better places in our city centre

The most successful cities are those that offer a high quality of life and job opportunity. This requires much more than a thriving economy– it requires the creation of great **public spaces** and access to our **natural environment, culture and heritage**. The city centre has already made great progress in this regard, delivering the transformation of St Peter’s Square, regenerating the area around Spinningfields and The John Rylands Library, and significantly enhancing Exchange Square and the area around the cathedral.

All of these improvements have supported making key destinations in our city centre more attractive for our visitors, residents and workers. We want to continue to improve our city centre appeal to people and companies, creating a high-quality, inclusive city that works for everyone, whatever their age or mobility needs.

An attractive, liveable and healthy city with a welcoming built environment is important for attracting and retaining our best talent and providing our residents with a good quality of life. Our City Centre Transport Strategy Conversation (2018) highlighted **over 75% of respondents felt there was not enough public space in the city centre, and 56% felt that the current public space was unattractive**. As has historically been the case, concerns still remain around high levels of congestion and **69% of respondents felt reducing levels of traffic would be the best way to create a high-quality city centre**.



The city centre benefits from a small and dense core, with the majority of the central area sitting within a two kilometre catchment. This provides a significant opportunity to develop walking as the main mode of travel within our city centre between central developments, public transport hubs and major attractions. Across the city centre are a variety of neighbourhoods, each with their own distinctive character and range of modern and historic iconic buildings, offering a vibrant and

diverse cityscape. Making these areas more attractive and safer for walking will be at the heart of our plans for the city centre.

There is currently perceived to be a limited supply of green space in the city centre. However, it does benefit from natural waterways of the River Irwell and River Medlock, and the Rochdale, Ashton and Bridgewater Canals. As well as the spaces within the city centre itself, there are a number of large green areas within a short travelling distance of the centre as shown in the diagram, Figure 4. Green space is being provided and planned as part of new developments, including a major park at Mayfield, next to Piccadilly Station, which is due to open in 2022. High-quality parks, green spaces and waterways are important features of successful cities, providing attractive living and working environments where investors and individuals want to invest, live and work.

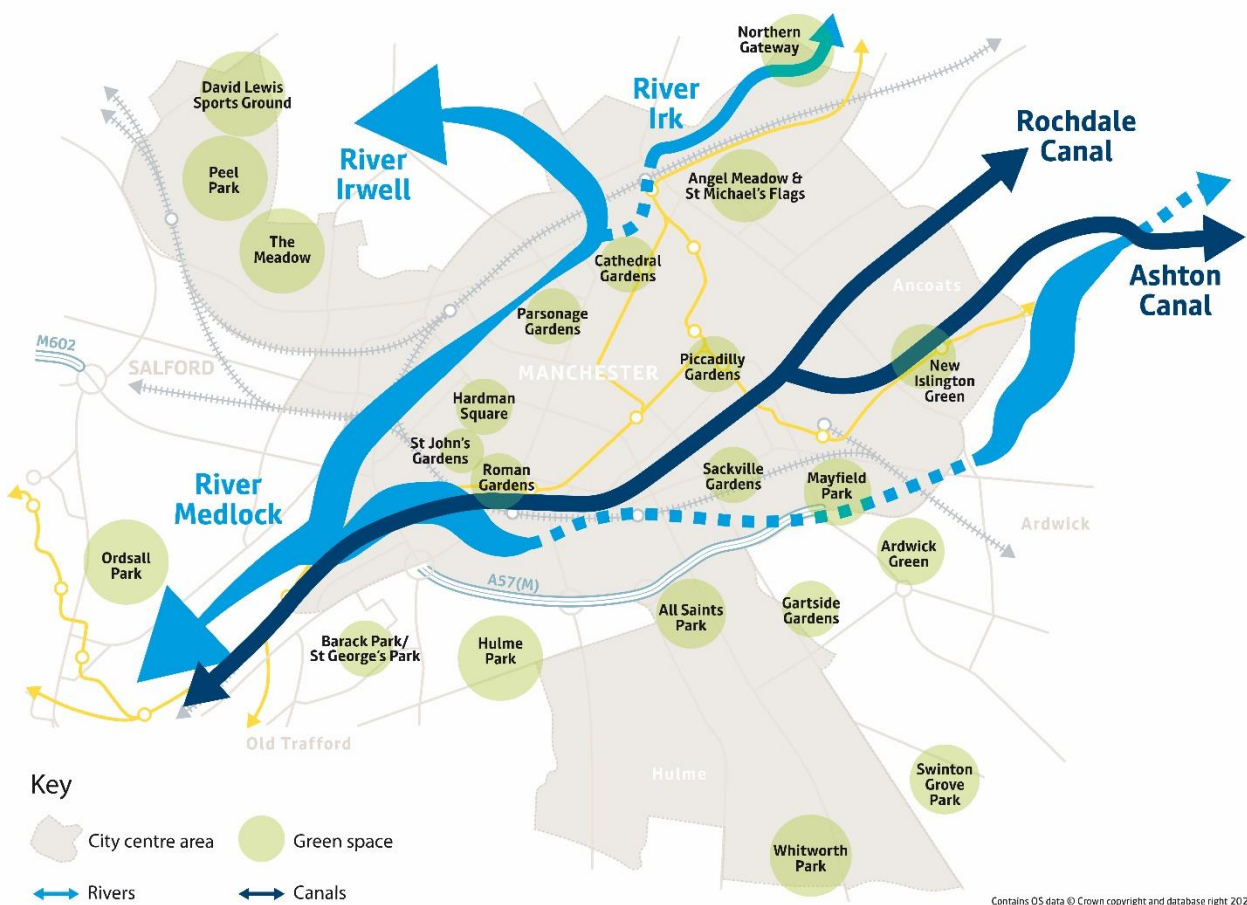


Figure 4: Blue and green infrastructure in the city centre

Overall space in the city centre is scarce, with strong competition across modes for access to a limited street network. It is critical to balance the competing demands of increasing numbers of people walking and cycling, buses, tram vehicles, goods and service vehicles that are created through future growth, whilst also trying to expand and improve public space in the city centre.

The 2018 conversation highlighted that 48% of respondents felt that cars, motorcycles and mopeds had too much space in the city centre, whilst 64% of respondents felt that cyclists had too little space.

People walking require much less space than vehicles, however they display a greater range of needs. Our streets currently accommodate people from all walks of life and of all ages, including people with disabilities, people pushing double-buggies or trailing suitcases and those rushing for meetings, each which display many requirements for getting around the city. Space is needed to comfortably move around but also the need to stop, rest or seek shelter. The safety, maintenance and cleanliness of our streets is also important and we will continue to prioritise these issues.

Our conversation highlighted that Deansgate was the main street in the city centre that it was felt has too little space for pedestrians.

48% of respondents to the City Centre Transport Strategy conversation felt that cars, motorcycles and mopeds had too much space in the city centre.



Delivering on our commitments for better air quality and achieving net-zero carbon

Our conversation on the City Centre Transport Strategy in 2018 highlighted that **poor air quality is a strong concern, with 90% of respondents seeing it as an important issue.** Furthermore, 80% of respondents agreed that improving cycling, walking and public transport infrastructure would be the best way to improve air quality.

We want to improve air quality in the city centre, not just because we have a legal responsibility to do so but also because we recognise this will make it a healthier and more attractive place to live, work and spend leisure time.

The Greater Manchester authorities are developing a Clean Air Plan to bring nitrogen dioxide (NO₂) levels within legal limits in 'the shortest possible time'. As part of the development of the

plan, air quality modelling undertaken and represented in Figure 5 highlights locations in the city centre that are predicted to exceed legal limits of NO₂ levels or are at risk of exceeding the legal limit in 2021. This highlights many locations where interventions are required to improve air quality. This includes streets in the Deansgate, John Dalton Street and Bridge Street area.

Government has directed the Greater Manchester’s local authorities to introduce a Category C Clean Air Zone across the region, to bring NO₂ levels on local roads within legal limits in ‘the shortest possible time’ and by 2024 at the latest.

Between 8 October and 3 December 2020, a public consultation was held on the key elements of the charging Clean Air Zone, and the proposals for supporting funds. At the time of writing a final plan will be developed for consideration by decision makers as soon as possible and no later than Summer 2021.

To find out more visit www.cleanairgm.com

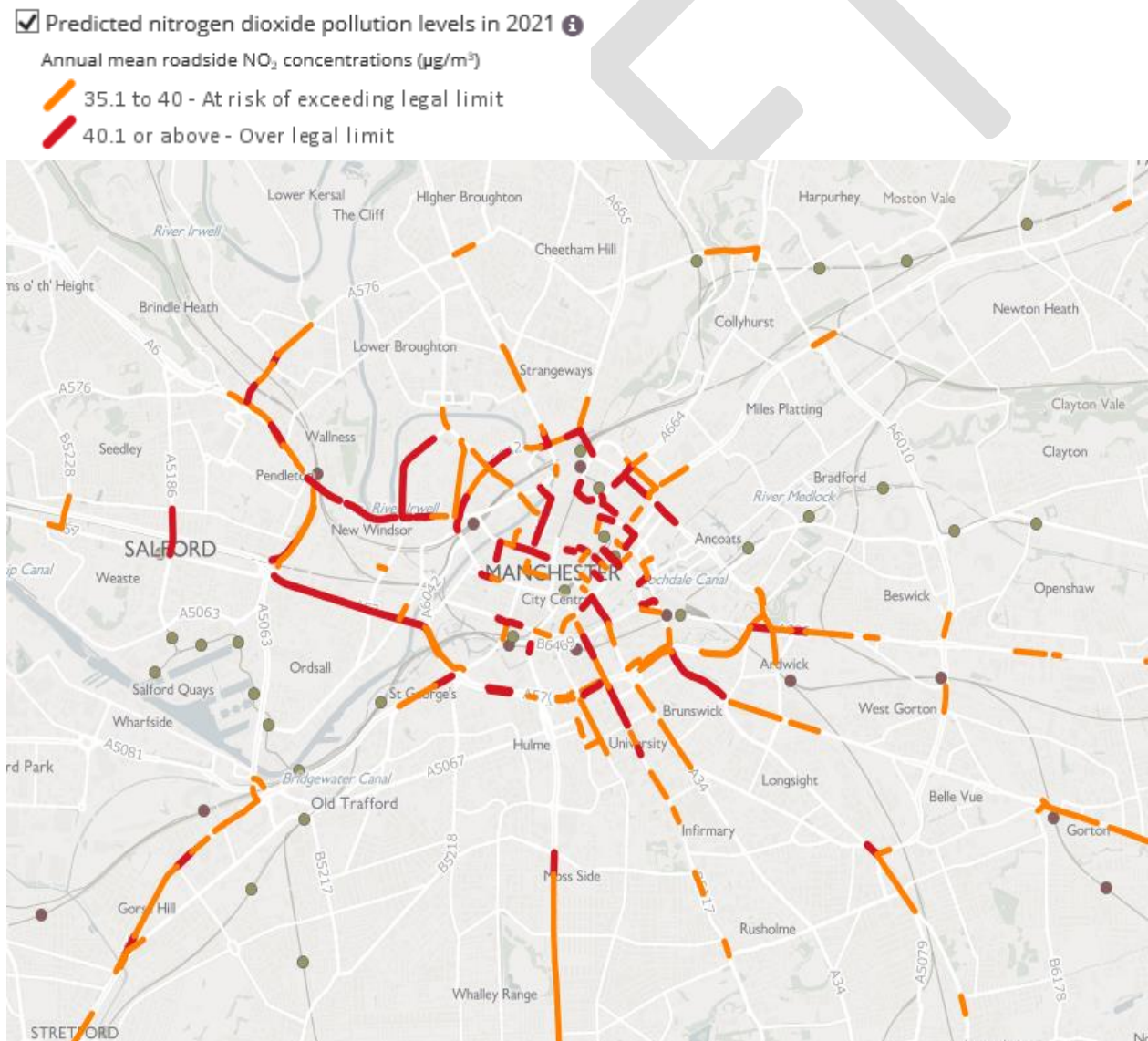


Figure 5: Predicted nitrogen dioxide pollution levels in 2021 across the city centre (Source Mapping GM – GM Clean Air Plan)

Carbon

The Paris Agreement (2015) brought global nations together to commit to ambitious efforts for combatting climate change. Its central aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century to well below 2°C above pre-industrial levels, and to pursue efforts to limit the temperature increase even further to 1.5°C. The vision in the Greater Manchester 2040 Strategy aspires for the city-region to be at the forefront of action on climate change.

The Greater Manchester Combined Authority (GMCA), and ten local councils, have each declared a **Climate Emergency**. Urgent action is needed to put Greater Manchester on a path to carbon neutrality by 2038. The city-region has demonstrated a clear commitment to achieving this target, including through the 5-Year Environment Plan, launched in March 2019 during the second Greater Manchester Green Summit.

The plan sets out Greater Manchester's long-term environmental vision and the actions we all need to take, over the next few years, to help achieve this.

Manchester City Council published a Climate Change Action Plan 2020-25, in March 2020, committing the council to reducing CO₂ emissions from homes, workplaces and ground transport by 50% during 2020-25. Transport accounts for 32% of the city's emissions, so achieving the modal split target in this strategy will be key to achieving these ambitious decarbonisation goals.

Greater Manchester needs to put itself on a path to reduce carbon emissions from almost 13 mega tonnes of CO₂ per year in 2015 to be net-zero CO₂ by 2038. Around one-third of carbon emissions in Greater Manchester are from transport and the city centre should continue to lead the way in delivering a net-zero carbon transport system.

Supporting future development and infrastructure plans in the city centre

The city centre as we know it today will change in the future, not just as a result of the Covid-19 pandemic. New commercial and residential developments will generate new travel patterns, both within the city centre and in nearby areas.

There is **significant development planned in the south-east city centre at Piccadilly and Mayfield** to accompany the HS2 proposals alongside future development of sites around the Oxford Road Corridor, including ID Manchester, Circle Square, and at Kampus. These accompany major new residential developments in progress at Great Jackson Street and planned for the south side of First Street.

There are also plans for greater levels of development on the west of the city, building on the success of Spinningfields, and through the emerging developments **around Chapel Street in Salford, St Johns, the Exchange and Greengate**, stretching out to **Salford Crescent** as the city centre expands.

To the north of the city centre, NOMA continues to develop, while the Northern Gateway will see the most significant development programme the city has seen in decades, with 15,000 new homes expected in the next 15-20 years. To the east, developments at Ancoats are increasing the city centre footprint out towards the Etihad Stadium, developing the Eastern Gateway programme.

New commercial and residential developments provide the opportunity to embed successful transport infrastructure at the planning stage, drive positive travel choices and effectively manage the demand for car usage. The construction of new developments and supporting infrastructure, including transport projects, will generate associated traffic that will need to be carefully managed to minimise impacts such as noise, emissions and safety.

The city centre is partly defined by major infrastructure and natural features. This includes the Mancunian Way, Castlefield rail corridor, the Rochdale and Bridgewater Canal, River Irwell and River Medlock to the south and west, and the Manchester Salford Inner Relief Route and Rochdale and Ashton Canals to the north and east. These can act as barriers for people accessing the city centre core. The seamless integration of new developments, uninterrupted by these barriers is important for sustainable and inclusive growth as the city expands. As our city centre grows, our transport strategy must consider impacts holistically and positively integrate land-use change with transport needs including implications for the surrounding areas of Ordsall to the West, Cheetham to the North, Ardwick to the East and Hulme to the South.

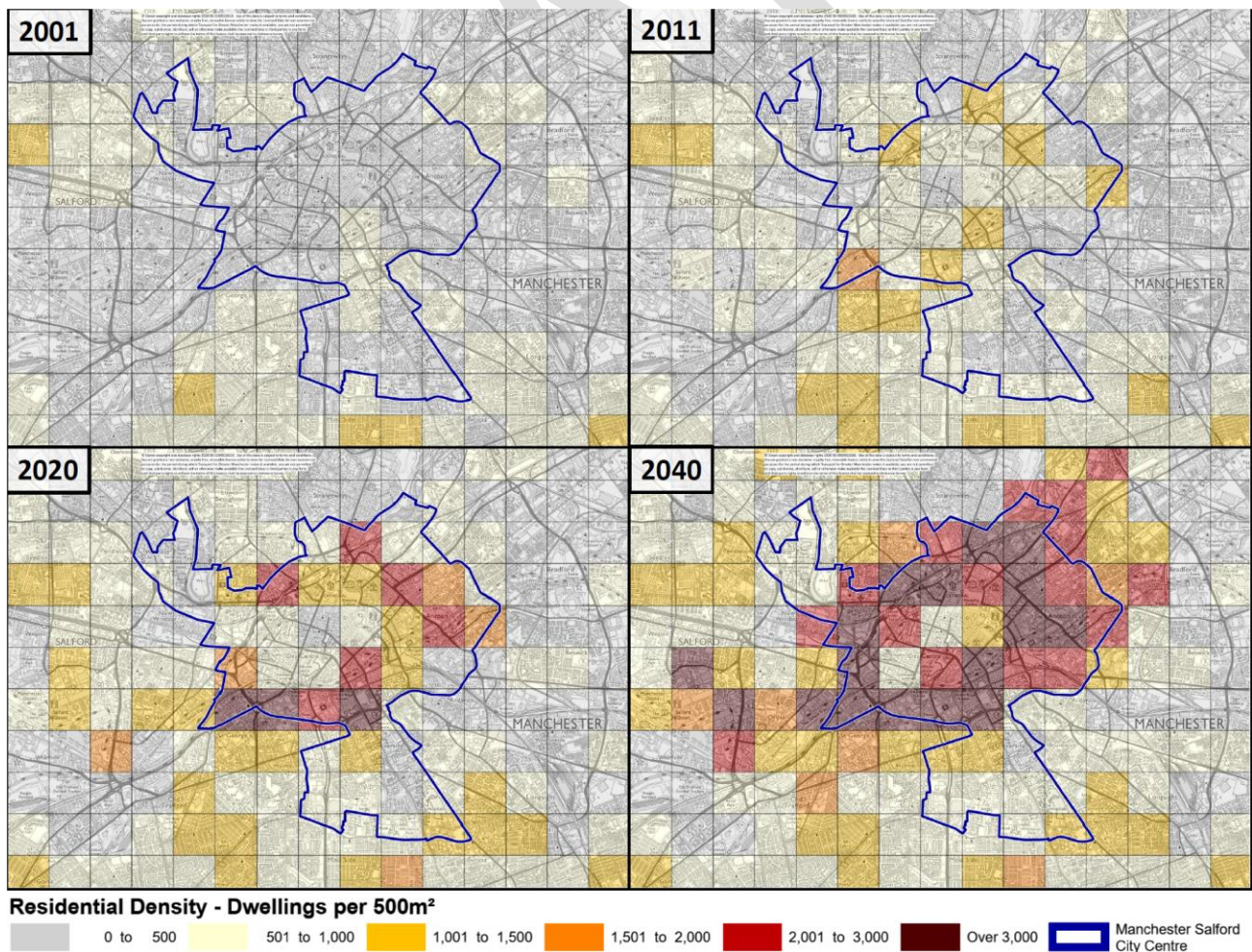


Figure 6: Density of residential development to 2040

Population density is set to significantly increase across the city centre with many parts of the city housing over 3,000 dwellings per 500m² compared with an average of 1,000 in 2020.

The arrival of HS2 and Northern Powerhouse Rail (NPR) into stations at Manchester Piccadilly (and Manchester Airport) presents a once-in-a-generation opportunity to drive a new phase of economic success into the city centre, and for the city-region to become a leading centre of growth in the North of England. By 2035-2040, HS2 will halve the journey time between Manchester and London, bringing businesses closer together and further promoting the city-region as a world-class business location as well as providing opportunities for regeneration and skills growth. HS2 will also release capacity on existing lines for freight and commuter services, improving rail capacity, whilst reducing the number of vehicles on the roads, and therefore reducing emissions.

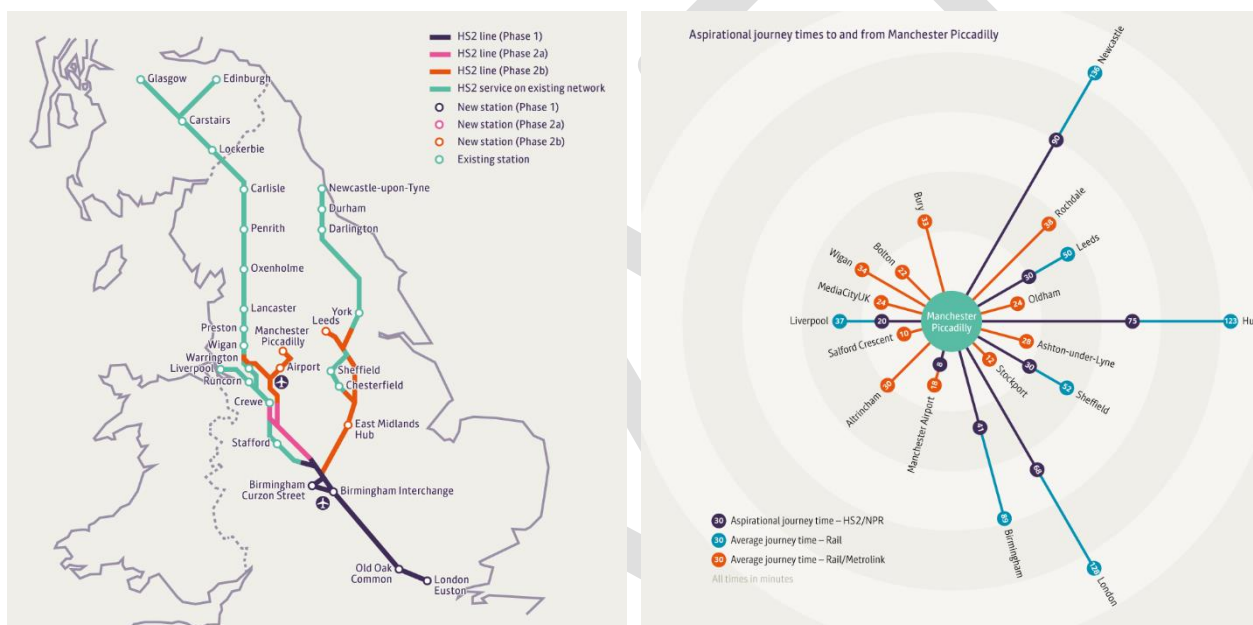


Figure 7: HS2 network map and aspirational journey times from Manchester Piccadilly

Added to this is the UK Government’s vision for NPR, aimed at delivering upgraded railway lines, significantly reducing journey times and increasing service frequencies between major northern cities – enhancing Manchester’s links with Liverpool, Leeds, Newcastle, Sheffield and Hull. This will enable the northern region to function as a single economy and support a step change in the North’s economic growth. The significant planned investment of £39 billion will build on and extend the connectivity and productivity benefits of HS2 to more of the North’s towns and cities, improving connections for businesses and significantly improving people’s access to jobs. Manchester Piccadilly lies at the heart of this network.

The Government is due to publish an Integrated Rail Plan in 2021, to bring together the delivery of HS2 north of Birmingham, NPR, and other local rail projects. Local rail improvements, to complement these major national schemes, are also considered to be vital and are part of the Greater Manchester 2040 Transport Strategy and this strategy.

It is the local benefits that can be provided from these schemes, including new jobs, skills, business opportunities and connections, that we believe to be the key benefits of these nationally-led schemes. These momentous national infrastructure investments provide a major opportunity, if done in the correct way, to secure significant growth and regeneration. Manchester has developed its HS2 and NPR Growth Strategy, which aims to maximise the growth benefits from these schemes by focusing around four pillars: station design and infrastructure requirements; wider connectivity to ensure that the benefits are shared beyond the immediate station vicinity; regeneration around the stations; and people, skills and employability.

The vision is for an integrated Piccadilly Station being critical to delivering the benefits of HS2 and NPR, and ensuring that people are well connected to the new homes and jobs these investments offer. The investments are estimated to support a doubling of the economic output of Greater Manchester to circa £132 billion by 2050. The Growth Strategy provides plans for maximising and improving connections to the Piccadilly area through public transport and active travel, in order to encourage travel to Piccadilly through sustainable modes.

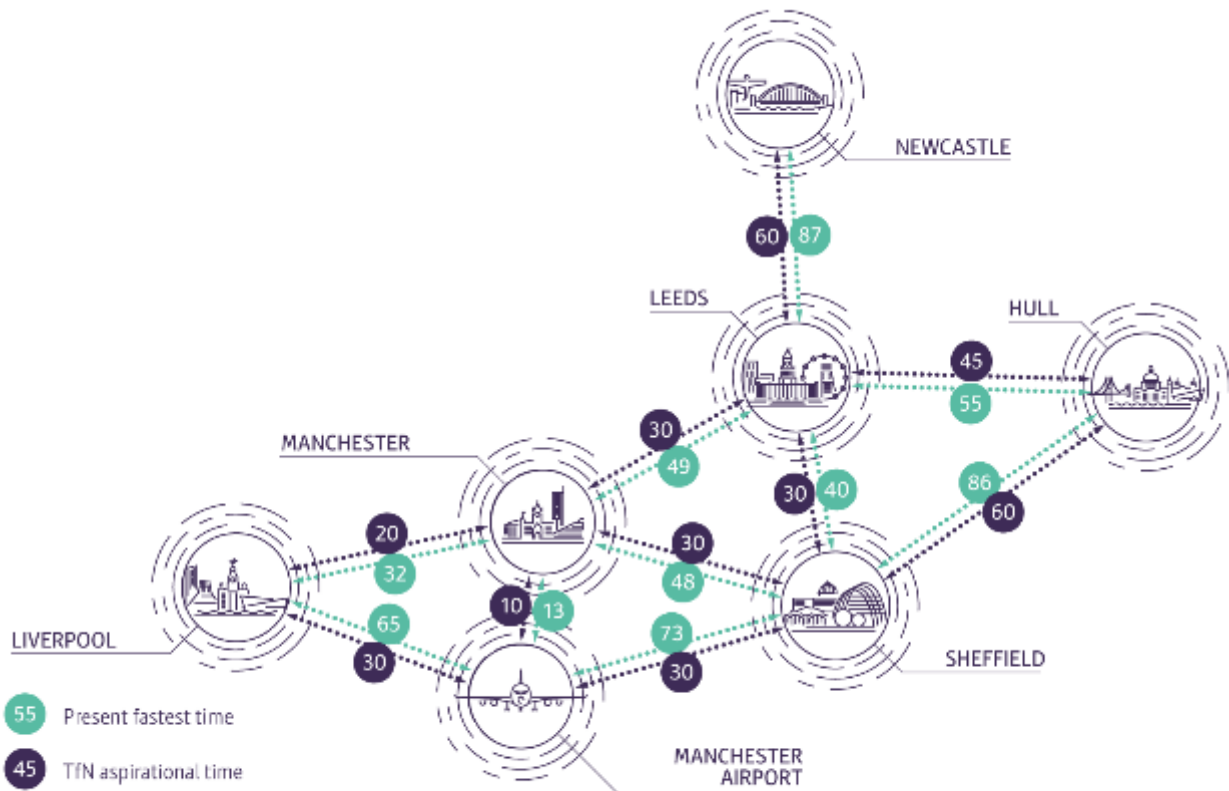


Figure 8: Northern Powerhouse Rail network conditional outputs

More travel to, from and within the city centre but also easier

The next 30 years will see the city centre complete its post-industrial renaissance and continue its transformation as the second fastest growing city in Europe. Around 1,500,000 sqm of office floor space and nearly 50,000 homes could be built in the city centre.

Investments in HS2 and NPR into the city centre are estimated to support a doubling of the economic output of Greater Manchester to circa £132 billion by 2050.

Such major developments will lead to a significant increase in the number of jobs. Approximately 140,000 jobs are based in Manchester city centre. There is potential for up to 110,000 more jobs by 2040. In addition, we will see the number of residents grow to 100,000 by 2040, a significant increase on the 40,000 recorded in the last census in 2011.

During the working day the city centre population increases almost five-fold. This generates a huge demand on the transport network during the morning and evening peak. The city centre is already under pressure in the morning peak period with 108,500 trips entering between 7.30am and 9:30am in 2019. By 2040 it is expected that there will be almost 50,000 additional trips being made in the morning peak period. To ensure the centre can continue to operate efficiently and to prevent congestion, the vast majority of these journeys will need to be made by walking, cycling or public transport.

The last City Centre Transport Strategy achieved major success in reducing the number of cars entering into the city centre. In 2002 cars represented 37% of all journeys into the city centre in the morning peak, with almost 32,000 cars crossing the Manchester-Salford Inner Relief Route. Proposals in the last strategy, including enhanced public transport and cycling provision, resulted in the number of cars entering the city centre falling to less than 23,000, or around 21% of all journeys.

To support our vision, our aim is for 90% of all morning peak trips into the city centre to be made on foot, by cycle or public transport before 2040 (as highlighted in Figure 9). This means fewer cars in the city centre so we can have cleaner air, support our carbon reduction targets and rebalance street space enabling us to make walking the main mode of travel for getting around. Future travel growth predictions shown in Figure 9 are underpinned by expected jobs and housing growth across the region and within the city centre. How people travel in the future will continue to change, not just as a result of the Covid-19 pandemic, and this strategy aims to help support this modal shift. The 90% target will be assessed through analysis of our cordon count data – the locations for these counts are on the inbound approaches to the city centre across the Manchester-Salford Inner Relief Route.

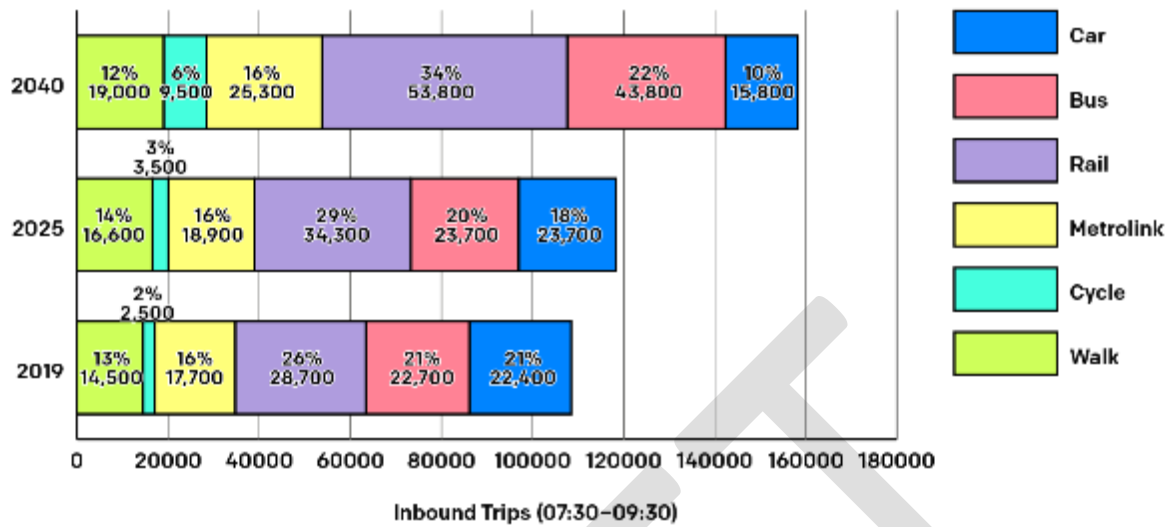


Figure 9: Expected future growth by modes of travel to the city

By 2040 we anticipate there will be over 53,000 rail trips (an increase of almost 90%) into the city centre in the morning peak, increasing from 28,700 trips in 2019. The rail network is already extremely congested around central Manchester which affects many of our major stations, in particular Manchester Piccadilly, Oxford Road and Deansgate on the Castlefield rail corridor.

On Metrolink, there will be almost a 50% increase in trips, increasing from 17,700 trips in 2019 to over 25,000 trips into the city in the morning peak. Despite the new capacity from recent improvements, some lines will be operating over-capacity as early as the mid-2020s – highlighting the need to invest in the capacity and reliability of the existing network and systems.

Bus patronage is also set to increase by over 50%, 34,800 trips to be made into the city centre in the morning peak by 2040 – an increase from 22,700 trips in 2019. There are limited route choices for buses meaning any increase in the numbers of buses entering the city centre will contribute to congestion in the city.

Underpinning all this will be a major shift to walking and cycling for trips at the local level within, and to, the city centre. The number of people walking and cycling into the city centre in the morning peak is targeted to increase from 17,000 in 2019 to 28,500 by 2040. Walking is the most important mode of transport in the city centre and we will manage our streets to support walking as the main way of getting around, ensuring in particular that it is fully accessible to people with mobility impairments. Delivery of measures to make walking and cycling safer and easier through the Bee Network is a key part of our plans for the city centre.

Public transport trips into the city centre are forecast to increase by around 50% (Metrolink), over 50% (bus) and around 90% (rail) by 2040. Walking and cycling trips will also increase by around 70%. This will achieve a car mode share of 10% by 2040 (compared to 21% in 2019).

In 2019, freight vehicles (light goods vehicles and heavy goods vehicles) accounted for approximately 8% of traffic entering into the city centre. As the city grows, and patterns continue to change, there will be increasing demand for goods and servicing. Accommodating the additional demand within the constrained street network of the city centre will be a challenge and thus opportunities must be sought to drive supply chain efficiency and enhance kerb-space management.

Recent travel improvements

Over the last two years the following initiatives have been introduced to make it easier to travel to, from and within the city centre:

- Contactless, pay-as-you-go ticketing on Metrolink: to make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall Greater Manchester public transport offer more attractive.
- A zonal fare structure on Metrolink: to make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall Greater Manchester public transport offer more attractive.
- An 'Early Bird' Metrolink offer for those travelling before the morning peak: to increase passenger numbers without adding to overcrowding during the morning peak period.
- Our Pass – Cheaper travel for young people: to create a more inclusive public transport network by improving access for young people.
- The Women's Concessionary Travel Pass: launched by TfGM in 2018, the pass entitles thousands of women affected by the change in the state pension age to free off-peak travel on bus, train and tram.
- Access to apprenticeships: supporting apprentices across the region with a free 28-day travel pass valid on bus and tram services.

Ensuring safety and security across our transport networks

Our transport systems need to be safe and secure for all our users. In the last three years there have been 587 accidents in the city centre, including five fatalities, and 94 resulting in serious injuries in the city centre. We must work hard to reduce this to as close to zero as possible and ensure transport networks are safe for all users. We must also reduce the fear of crime and anti-social behaviour and communicate clearly our efforts to ensure public transport is safe.

We will focus measures to improve safety including the dangers posed by motorised traffic, particularly those dangers that can result in road deaths or serious injuries to vulnerable groups.

We recognise that security, and the perception of security, is an important element in persuading people to travel by public transport or to take up active travel. Personal security is also an

important consideration in terms of the night-time economy as people are travelling at a time when they may feel more vulnerable, for work or leisure purposes.

We also recognise that safety is an issue for people when moving around the city centre at night, especially in areas where traffic is not permitted. When considering traffic-free spaces, we will make sure that safety is taken into account, which could include a range of lighting or different restrictions in daytime and night-time hours.

The conversation highlighted that 80% of respondents currently feel unsafe while cycling around the city centre indicating a particular problem for cycling into and around the city centre.

In the rail sector, platform 13 and 14 at Manchester Piccadilly currently handle more footfall in the peak hour than an equivalent period at Nottingham station in its entirety. Such high levels of demand lead to overcrowding on the platforms and there are very serious concerns relating to people's safety at this location.

Measures including improved waiting areas and platform patrolling have been introduced to address this risk in the short term, but demand through these platforms will continue to grow as the platforms provide the main east-west connections and connect the city centre with the airport. Similarly, localised incidents have been observed for people waiting to board buses where pavement widths are narrow and cannot handle the level of demand. In some locations, this has led to people over-spilling onto the highways and putting them at risk.

Preparing for changing travel needs and transport innovations

The position of the city centre as the most significant economic area in the UK outside London will continue. This will include a range of sectors including retail, leisure, sports, arts, music and culture. The night-time economy is an essential part of the vitality of the city centre and as it grows, workers, residents and tourists will spend their time and money outside normal working hours. This will further stimulate these industries and drive increased travel demand during the off-peak hours, meaning our travel network will have to accommodate 24/7 travel patterns. This is in addition to workers who already commute during this period e.g. for service work in hospitals, and other industries that do not cease during the evening hours.

Taxis and private hire vehicles (PHVs) provide invaluable transport services at times when public transport is not an option, and they can be especially valuable for people with restricted mobility. However, changes to taxi and PHV regulation, new technology and business models, and an outdated legislative framework, have all contributed to the current situation where PHVs that are not licensed locally can operate locally. The 10 Greater Manchester authorities have worked to develop a set of proposed minimum standards for services licensed in Greater Manchester. A consultation on the standards ran alongside the Greater Manchester Clean Air Plan consultation and the authorities are reviewing the feedback and will confirm which standards are to be adopted, in what form, and the timeline for their implementation in due course. TfGM and the 10 local authorities will also continue to lobby Government to legislate to close the loophole which permits out-of-area operation for private hire.

Digital technology is reshaping every aspect of our lives in ways which were inconceivable a generation ago, including how we work, travel, shop, access services, meet people, communicate and are entertained. High-speed internet, digital skills and access to technology influence how we travel and will be an important factor in the development of our transport system. We will investigate opportunities to improve digital infrastructure in public spaces. As part of the Greater Manchester Digital Blueprint, the city-region is developing a clear strategic vision on 5G and fibre optic communications, looking at the commercial opportunities to maximise their value to the city and across Greater Manchester.

In the future, transport as we know it will change further still. There is increasing demand for responsive travel that suits the needs of passengers, rather than fixed schedules. Enhanced real-time travel data will help us better understand travel patterns, gain more insight into movements and plan our provision of transport services and car parking supply more dynamically in response to demand. People may also have a more flexible attitude to transport, e.g. cycling to work one day, travelling by tram the next. Mode or route will be based on the best available option on a given day and informed by live, easily accessible data. This flexibility will be enabled through the onset of new technologies and ways to access transport, like Mobility as a Service and mobility hubs, that give people more options to plan and pay for a combination of transport modes in a way that best suits their needs.

A growing city centre population is expected to generate more delivery and servicing needs, whether that is to homes in the city centre or retail and leisure facilities. Advances in technology also provide the opportunity to make goods deliveries more efficient. Companies can now use live travel information to effectively schedule their deliveries, optimise delivery patterns and re-time and re-route to avoid congestion, as well as utilising last-mile cycle deliveries, parcel lockers and consolidation. The market is continually developing and more advances are expected. Connected and autonomous vehicles are one of the biggest upcoming technological advancements in the transport sector. They have the potential to assist both the passenger and freight transport sectors through improved safety and efficiency, so this future technology should be accounted for as best as is possible. Any adoption of autonomous vehicles at scale will require careful regulation, and must not compromise our overall aim to design the city centre around people rather than vehicles.

The range of users on our city centre networks is vast, and includes commuters, users with disabilities, older people, school children and those travelling for evening entertainment – meaning a broad range of travel options are required. The implications of future technologies will impact different groups to different degrees depending on levels of acceptance and willingness to change. This will be easier for some than for others. Our strategy must ensure that technology keeps in mind different users with considerations around mobility, affordability, dependability, agility and flexibility.

Supporting Greater Manchester, Manchester and Salford policies and strategies

The City Centre Transport Strategy supports and aligns with a suite of strategies that deliver the **Greater Manchester Strategy: Our People, Our Place**.

The Greater Manchester Strategy sets out a compelling vision for the city-region: “Our vision is to make Greater Manchester to be one of the best places in the world to grow up, get on and grow old”.

Greater Manchester Local Plans

The City Centre Transport Strategy is closely aligned with work currently underway on Local Plans in Greater Manchester; the development of ‘Places for Everyone’, a Joint Development Plan Document; and Our Delivery Plan 2021-2026 (part of the Greater Manchester Transport Strategy 2040).

Places for Everyone will provide an important strategic framework designed to underpin the successful planning of local planning authorities within Greater Manchester. It will provide the basis for an informed and integrated approach to spatial planning and place making. The plan sets out the allocation of land, with the city centre earmarked for higher density residential and commercial growth.

2040 Transport Strategy

Development of the City Centre Transport Strategy is additionally guided by a range of existing important policy documents. These provide broader aspirations for how the city centre should function moving towards 2040.

The Greater Manchester Transport Strategy 2040 identifies what a successful transport system might look like to support the city-region’s wider economic, social and environmental ambitions, through the vision for *“world-class connections that support long-term sustainable economic growth and access to opportunity for all”*.

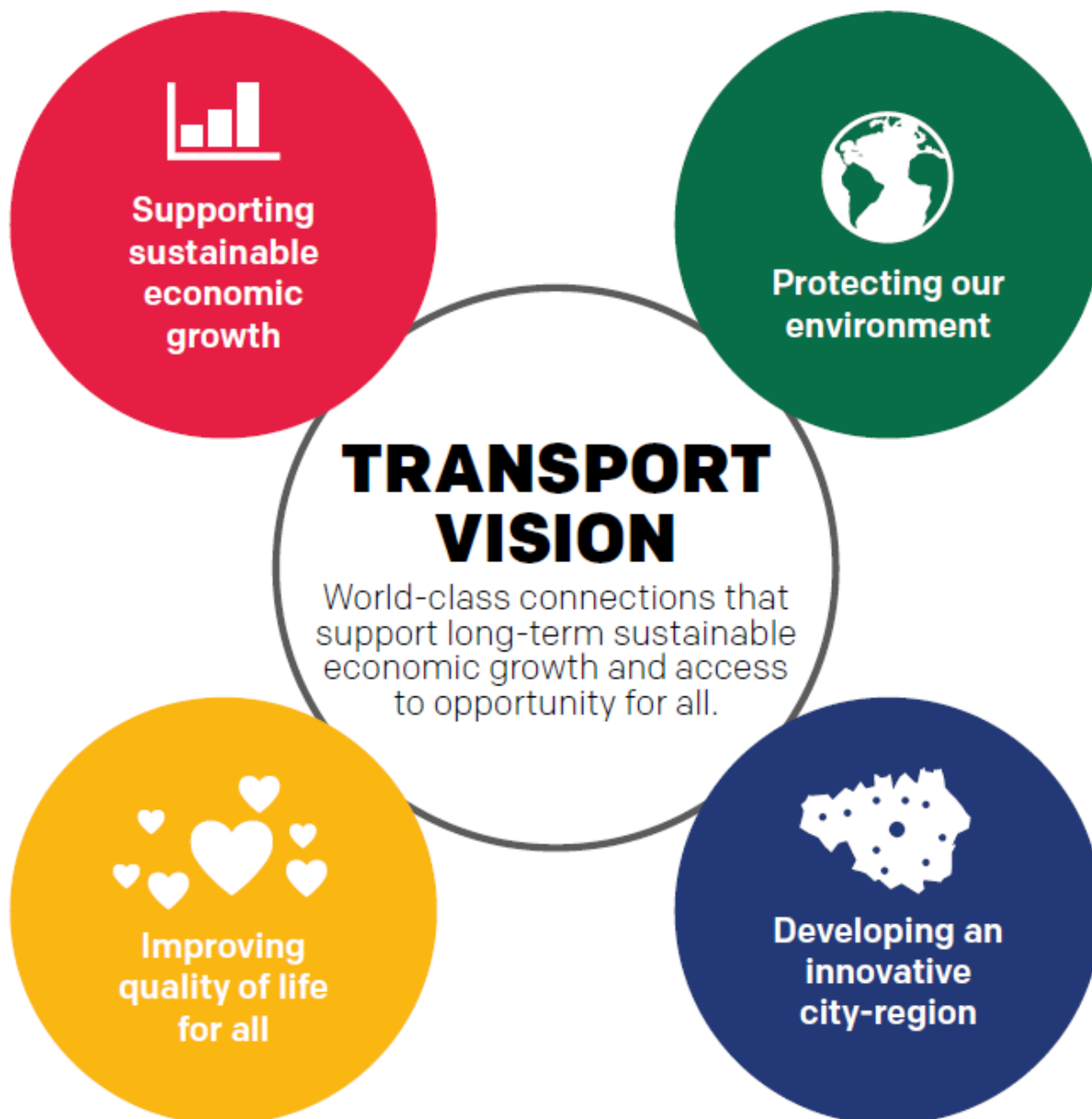


Figure 10: Greater Manchester transport vision, 2040 Transport Strategy

The Greater Manchester Transport Strategy 2040 sets out our long-term vision for the ‘Right Mix’ of transport on our network: for 50% of trips to be made by sustainable modes by 2040. Achieving this would enable us to deliver a healthier, greener and more productive city-region without increasing overall levels of motor vehicle traffic.

The seven network principles of the 2040 Transport Strategy focus on transport delivering integrated, inclusive, healthy, environmentally responsible, reliable, safe and secure, and well-maintained and resilient networks for all. The city centre is at the geographical heart of the spatial themes contained within the 2040 Transport Strategy making it critical to the success of its delivery.



Figure 11: 2040 Transport Strategy network principles

A refreshed Greater Manchester Transport Strategy 2040 and new Five Year Transport Delivery Plan were published in January 2021, as well as Local implementation Plans for Manchester and Salford.

A vision for this integrated, modern and accessible transport system was set out by the Greater Manchester Mayor in 2019, through the launch of **'Our Network'**. Designed to align with our long-term, 2040 Transport Strategy vision, Our Network provides an additional way to communicate everything we want to achieve in the medium-term when it comes to our public transport and walking and cycling networks.



Wider strategies

This strategy supports many wider strategies and policies seeking to enhance connectivity, enable growth for the wider region and tackle key challenges including congestion, air quality and carbon emissions.

Broader strategies aim to promote the city centre as a high-quality place, ultimately aspiring for a thriving, sustainable, liveable and zero-carbon city. They also promote wellbeing across the region for people of all ages through better health, enhanced safety and security, stronger communities, and greener, more welcoming and relaxing environments. Figure 12 shows the links between this City Centre Transport Strategy and wider supporting strategies and policies.

The City Centre Transport Strategy: supporting wider policies and plans



Figure 12: Supporting wider policies and plans



Our ambitions

Our vision is for a well-connected, zero-carbon city centre at the heart of the North, offering all residents, employees and visitors a great place to work, live in and visit.

Our vision has three key dimensions for transport:

1. Delivering an integrated, inclusive and sustainable transport network with increased connectivity and capacity, which meets growth in travel demand for getting to, from and around the city centre;
2. Improving the quality of the city centre streets to ensure it is an age-friendly and inclusive centre that is a great place to spend time in and move around; and
3. Supporting the transformation towards a net-zero carbon city centre.

We have set out seven ambitions which focus on areas that will help us achieve our vision.

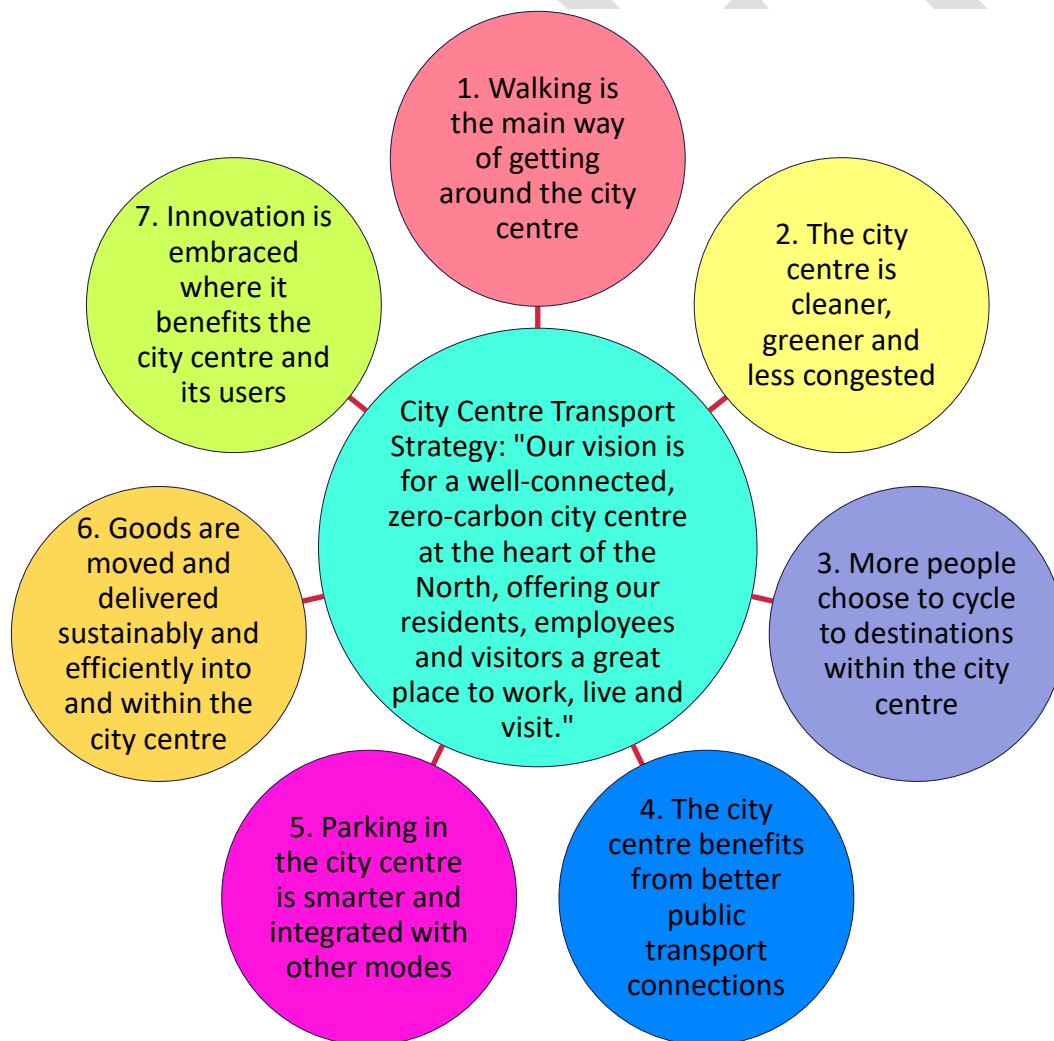


Figure 13: Our ambitions

Ambition 1: Walking is the main way of getting around the city centre

The city centre is safe and easy to walk around with clear, well-signed routes. Pavements and public spaces will be high quality, well-maintained, green and accessible- catering for everyone, no matter what their age or mobility. The term walking encompasses not only people walking but also those using streets and spaces in a variety of other ways in addition to spending time in, for example to rest and play. These include:

- Those using wheelchairs, including electric wheelchairs and mobility scooters;
- Those with sensory impairments, such as blind, partially sighted or deaf pedestrians who may experience the street environment quite differently; and
- Those pushing prams, buggies and double buggies.

We want walking to be the main way people get around the city centre. This means:

- It is safe and easy for people to walk around the city centre, both during the day and at night;
- Routes around the city are clear to navigate;
- Walking becomes the obvious and convenient choice of travel from our city centre public transport hubs;
- Our city is age-friendly, and our streets cater for everyone including children, older people and disabled people;

Our footways and public spaces are clean and maintained to a high quality; and

- More attractive streets that are pleasant to spend time in, with seating provided to allow people to rest.

Key statistics and current perceptions: walking

Deansgate and Piccadilly Gardens were highlighted as streets in the city centre that have too little space for pedestrians in our conversation.

Ambition 1: Walking is the main way of getting around the city centre
Challenges
<ul style="list-style-type: none"> • Footways and pavements not wide enough and in some areas of a poor quality • Insufficient wayfinding around the city making it difficult to navigate • Overcrowded footways at peak times • Catering for the different needs of our street users – particularly those with mobility impairments • Perception that city centre is unsafe to walk around, particularly after dark, due to concerns about crime and anti-social behaviour
Priorities
<ul style="list-style-type: none"> • Walking prioritised as the most important mode for getting around the city centre • Provision of clean, coherent, high-quality and well-maintained walking networks • Pedestrian networks integrated with major public transport interchanges • City centre streets that provide for the needs of young people, older people, people with mobility issues and disabled people • Safe, navigable routes supported by clear wayfinding infrastructure • Reduce death and serious injury to pedestrians caused by collisions with motor vehicles to as close to zero as possible • Introduction of more green space and enhanced attractiveness of public realm in the city centre • More street space given to pedestrians to allow people to walk in comfort and safety • The provision of accessible and age-friendly street furniture including well-designed and frequent seating and lighting • Inclusion of safety considerations within the design of public areas, especially those where traffic is not allowed
Considerations
<ul style="list-style-type: none"> • Use of existing streets and spaces to enhance public realm and green areas • More priority to pedestrians at key junctions and crossing points – which could cause some delay to other vehicles in the city centre • Inclusion of safety considerations within the design of public areas, especially those where traffic is not allowed

Ambition 2: The city centre is cleaner, greener and less congested

Traffic levels and pollution in the city will be reduced, through the removal of non-essential and polluting vehicles travelling into and across the city centre.

We want to create a cleaner and less congested city centre. This means:

- Reducing traffic levels in the city centre;
- Reducing the proportion of trips into the city centre made by car to less than 10% of the total morning peak hour trips;
- Reducing idling motor vehicles and minimising vehicle dwell time on city centre streets;
- Removal of non-essential and polluting vehicles travelling into and through the core of the city centre;
- By 2030, the majority of vehicles operating in the city centre should be low or zero emission;
- Re-designing our city centre streets so that they provide first and foremost for travel on foot, by cycle and by public transport;
- There are more green spaces and trees in the urban environment, with good access to the rivers, canals and parks; and
- Reducing car dependency in the city centre by providing access to shared low emission vehicles for use by residents, businesses, and visitors, such as through bike hire, electric car clubs, e-cargo bikes and e-scooters.

Key statistics and current perceptions: congestion/air quality

90% of conversation respondents identified air quality as an important issue.

80% agreed that improving cycling, walking and public transport infrastructure would be the best way to improve air quality.

48% of respondents felt that cars, motorcycles and mopeds had too much space in the city centre, whilst 64% of respondents felt that cyclists had too little space.

Ambition 2: The city centre is cleaner, greener and less congested
Challenges
<ul style="list-style-type: none"> • Competing demands of different transport users for limited street space • Congestion from increasing demand on city centre streets from vehicles – including cars, vans, goods vehicles, buses, and on-street Metrolink running • Poor air quality and pollution from older and diesel vehicles, including freight vehicles, taxis and private hire vehicles and buses • High carbon emissions from motorised transport
Priorities
<ul style="list-style-type: none"> • Providing cleaner air in the city centre through the delivery of the Greater Manchester Clean Air Plan • Prioritising use of space in the city in favour of modes that use space more efficiently (e.g. active travel and public transport) • Discouraging private car use and managing deliveries and servicing more effectively • Achieve year-on-year reduction in carbon emissions necessary to achieve net-zero carbon by 2038 • Improving the wider road network to manage traffic travelling into the city centre and across the central area of Greater Manchester • Ensuring appropriate charging infrastructure for ultra-low emission vehicles • Increase the number of shared use, low emission vehicles available for use by residents, businesses and visitors alike • Include the provision for shared mobility in new developments
Considerations
<ul style="list-style-type: none"> • Mechanisms to favour clean transport modes over all others in the city centre • Transfer of space away from private vehicles to give greater priority to a safer and more pleasant environment for walking • Retaining accessibility across the city centre • Impacts of displaced traffic and vehicles out of the city centre, and residents with private vehicles in the city centre

Ambition 3: More people choose to cycle to destinations within the city centre

There is an attractive, safe, protected and efficient cycling network into and through the city centre, delivered as part of the city-region's proposed Bee Network. Cycling is supported with good parking facilities close to key destinations, and hire bikes are easy to access in the city centre.

We want to create a more cycle-friendly city centre. This means:

- There is an attractive, safe and efficient cycling network into and through the city centre which connects our major public transport hubs and assets;
- Major infrastructure and physical features such as rivers and canals do not form barriers to accessing the city centre by bike;
- Cycle routes are safe, direct, attractive and easy to use, and protected from other traffic, where necessary;
- Road crossings are safe and easy to navigate for cyclists;
- Riders of all types of cycle, including non-standard cycles and cargo bikes, have enough space to move around safely and comfortably;
- Bikes can easily and quickly be hired in the city centre;
- Safe and convenient places are available across the city to store bikes; and
- Facilities such as cycle parking, showers and lockers are available to support cycling into the city centre.

Key statistics and current perceptions: cycling

Cycle safety is identified as a major issue with 80% of conversation respondents indicating they felt unsafe when cycling around the city centre. People also cited availability of safe cycle parking as a barrier.

Ambition 3: More people choose to cycle to destinations within the city centre
Challenges
<ul style="list-style-type: none">• Disjointed cycling networks within and to the city centre area• Traffic levels in some parts of the city centre area do not encourage people to cycle• Streets planned primarily around motor vehicle movement, not people cycling or walking• Insufficient wayfinding around the city making it difficult to navigate• Lack of cycle parking and issues with cycle theft and vandalism• Severance caused by major infrastructure acting as barriers to direct routes
Priorities
<ul style="list-style-type: none">• Improving cycle connectivity across the city centre – with safe, direct routes to/from major destinations• Maximising cycle capacity on routes into the city centre to support growth in demand and to support larger bikes such as cargo bikes and handcycles• Provision of high-quality cycling network for travel within and to/from the city centre that provides continuous networks, including when travelling between local authority areas• Safe, navigable routes supported by clear wayfinding infrastructure• Safe crossing facilities for cyclists to minimise severance impacts of canals, rivers, roads and railway lines• Cycling networks which provide good access to and from major public transport interchanges• Ability to access a cycle for moving into and around the city• Enhanced cycle storage and facilities for cyclists, including for e-bikes
Considerations
<ul style="list-style-type: none">• Challenges of delivering segregated cycling facilities through pedestrian priority streets and how the pedestrian/cyclist conflict is handled• How streets can be shared where they are narrow and available space is extremely limited• The density of development and the complex networks of streets making it difficult to deliver consistent world-class cycling infrastructure in all locations

Ambition 4: The city centre benefits from better public transport connections

Manchester and Salford city centres are well-connected by rail to other cities and towns (to support commuting, business and leisure trips). There is sufficient capacity on peak hour Metrolink, bus and rail services, and better integration between modes to ensure that public transport is an attractive alternative to car travel. Public transport operating hours and service patterns support travel needs at evenings and weekends, particularly for leisure and commuting trips. Cross-city services are convenient, reliable, safe and secure, clean, quiet and accessible to all.

We want Manchester city centre to be well-connected and provide enough high-quality public transport capacity to support future growth. This means:

- Delivering sufficient capacity on peak hour Metrolink, bus and rail services to meet forecast demand levels;
- Providing better rail connections to other towns and cities across the UK through delivery of HS2, NPR and other rail enhancements;
- Thinking about our public transport networks holistically and supporting new inter-urban railway services (including high-speed links) where they release capacity and provide benefits to the rapid transit network (suburban rail or metro);
- Providing opportunities to interchange seamlessly between all modes of transport within the heart of the city centre;
- Ensuring the transport gateways to our city centre are attractive and welcoming to all;
- Improving the reliability of bus services into and across the city centre to offer a more attractive service. Cross-city bus services are convenient, reliable, safe and secure, clean, quiet and accessible to all;
- Enhancing the comfort of our bus and rapid transit services into the city centre;
- Running public transport services at times that suit all users – including weekend and night-services;
- Ensuring our transport systems feel safe and secure for everyone;
- Improving physical access to public transport services;
- Committing to low emission public transport fleet operation in the city centre; and
- Ensuring resilience of our public transport network for planned and unplanned disruption.

Key statistics and current perceptions: public transport

The 2018 conversation highlighted the view that the public transport network should be improved with cheaper travel and increased frequency and reliability to make services more attractive.

<p>Ambition 4: The city centre benefits from better public transport connections</p>
<p>Challenges</p>
<ul style="list-style-type: none"> • Congestion and poor reliability on the rail network for passenger and freight services • Increasing numbers of buses and traffic competing for limited space in the city centre creating congestion and impacting bus reliability • Increasing demand for public transport services which are already running at capacity in the peak hours • Complicated and fragmented arrangements around operations (including ticketing) with multiple private operators • Difficulties interchanging between transport modes e.g. distance between bus stops and platforms, different tickets and prices, and timetables that are not joined up across modes • Catering for a wide variety of different people travelling to the city centre for different purposes and with different transport requirements
<p>Priorities</p>
<ul style="list-style-type: none"> • Supporting the delivery of nationally planned infrastructure to deliver high-quality, high-speed public transport connections to the city centre • Accommodating the forecast growth in peak hour trips (additional 50% peak hour trips by 2040) through increased capacity in public transport • Enhancing rapid transit connections into the city centre providing additional comfort and increased accessibility to a broader range of users • Providing appropriate frequency of public transport to the city centre from different origins, including night-time services • Supporting people’s ability to interchange easily between transport modes • Improving the comfort and safety of public transport journeys, ensuring they are as smooth and stress-free as possible • Ensuring the planning of street changes and closures are balanced with the need to provide bus users access to all areas of the city centre • Running public transport services at times that suit different user needs • Ensuring journeys by public transport are affordable for all users • Delivering Quality Bus Transit services that support travel to, from and through the city centre
<p>Considerations</p>
<ul style="list-style-type: none"> • To support walking becoming the most important mode of travel in the city centre, our street network needs to be prioritised, requiring more efficient provision of bus services, with a reduction of vehicles in the city centre • Bus and on-street tram need to be appropriately considered in this mix, with greater priority than general traffic

Ambition 5: Parking in the city centre is smarter and integrated with other modes

Car parking is reduced and appropriately located in the city centre but remains available to those with specific mobility needs that rely upon accessible parking provision. Parking will be reviewed close to city centre public transport hubs, with people encouraged to travel to those locations using the public transport and active travel options provided, and parking limited where appropriate. Outside of the city centre, car parking is smarter and better integrated with other modes of travel.

We want to ensure that car parking in the city centre is effectively managed. This means:

- Reducing the number of car parking spaces in the city centre, including at key public transport hubs, with the exception of accessible spaces for those with disabilities and mobility impairments;
- Providing greater flexibility in how car parking is used to make more productive use of parking spaces;
- Considering the needs of coaches, taxis and commercial service vehicles in our parking provision;
- Park-and-Ride travel hubs outside the city centre, and mobility hubs within and around it, both playing a more important role in access to the city centre;
- Locating car parks close to major strategic routes into the city centre, in particular the Inner Relief Route and allow interchange to other modes and discourage driving into the core city centre;
- Providing clear navigation and information relating to available car parking spaces;
- Use of real-time information to inform driving and parking in the city centre;
- Future-proofing for electric vehicles where appropriate; and
- Providing residents with access to shared vehicles for essential use rather than encouraging car ownership.

Key statistics and current perceptions: parking

There is an overall planned reduction in off-street car parking in the city centre area due to redevelopment of car parking sites and to align with our vision. It is estimated that 12,500 spaces will be removed from the parking supply.

Ambition 5: Parking in the city centre is smarter and integrated with other modes
Challenges
<ul style="list-style-type: none">• Conflicting demands for street space• An expanding city centre shifting car parking into a wider fringe area around the city• Complicated arrangements around car parking operation• Consideration of coach parking generated by tourists
Priorities
<ul style="list-style-type: none">• Not replacing temporary car parking lost to development schemes within the city centre• Car parking retention prioritised near to the strategic road network• Making the best and most efficient use of kerbside and off-street car parks• Exploring opportunities to better use spare capacity in car parking• Dynamic and smarter car parking within the city• Integration of parking with public transport modes e.g. Park-and-Ride travel hubs outside the city centre, and mobility hubs within and around it
Considerations
<ul style="list-style-type: none">• Reduced number of parking spaces in the city centre• Loss of revenue generated from parking

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Ambition 6: Goods are moved and delivered sustainably and efficiently into and within the city centre

Essential goods can access our city centre, with a shift towards cleaner, more efficient vehicles and processes that minimise the negative impacts of deliveries and servicing.

We want our goods to be delivered efficiently and using sustainable practices. This means:

- Keeping essential goods moving to our city to support our economy;
- Encouraging the grouping of deliveries and collections where possible to avoid multiple trips, especially at peak times;
- Recognising the changing role of streets at different times of day;
- Shifting towards low emission goods fleet operation in the city centre;
- Supporting a shift to more sustainable modes for freight deliveries, such as cargo bikes;
- Successfully managing construction traffic operating in the city centre to cause minimum disruption and safety implications;
- Minimising the negative impact of deliveries and servicing on the quality of life; and
- Better management of our kerbside space within the city centre including partnership working.

Key statistics and current perceptions: goods deliveries

8% of trips into the city centre in the AM peak are vans and HGVs compared to 16% off-peak.

Ambition 6: Goods are moved and delivered sustainably and efficiently into and within the city centre

Challenges

- Increasing demands for goods in our city centre, which increases trips into and around the area
- Increasing levels of waste produced by our city, increasing trips out of the city centre
- Increasing numbers of polluting vehicles within our city centre
- Increased consumer expectations for speed of delivery
- A lack of physical space for HGVs and kerbside deliveries
- Potential disruption during major construction work in the city centre
- HGVs and delivery vans are accessing the city centre throughout the day and make up around 16% of vehicles crossing the city centre cordon during the off-peak daytime period
- Accommodating personal shopping/grocery delivery for increased residential living

Priorities

- Enhancing sustainable delivery practice within the city centre
- Streamlining deliveries and collections
- Optimising use of space to allow for servicing and delivery needs
- Delivering goods at appropriate times that are the least disruptive to residents and businesses
- Supporting delivery of goods with lower polluting vehicles
- Supporting safe and sustainable delivery of goods
- Minimising the number of HGV movements in the city centre by ensuring the scale of vehicle is appropriate to the scale of delivery

Considerations

- Timing of deliveries to give pedestrians greater priority in the city centre
- Deliveries to take into account increased city centre living
- Businesses to shift towards cleaner and optimised vehicle solutions

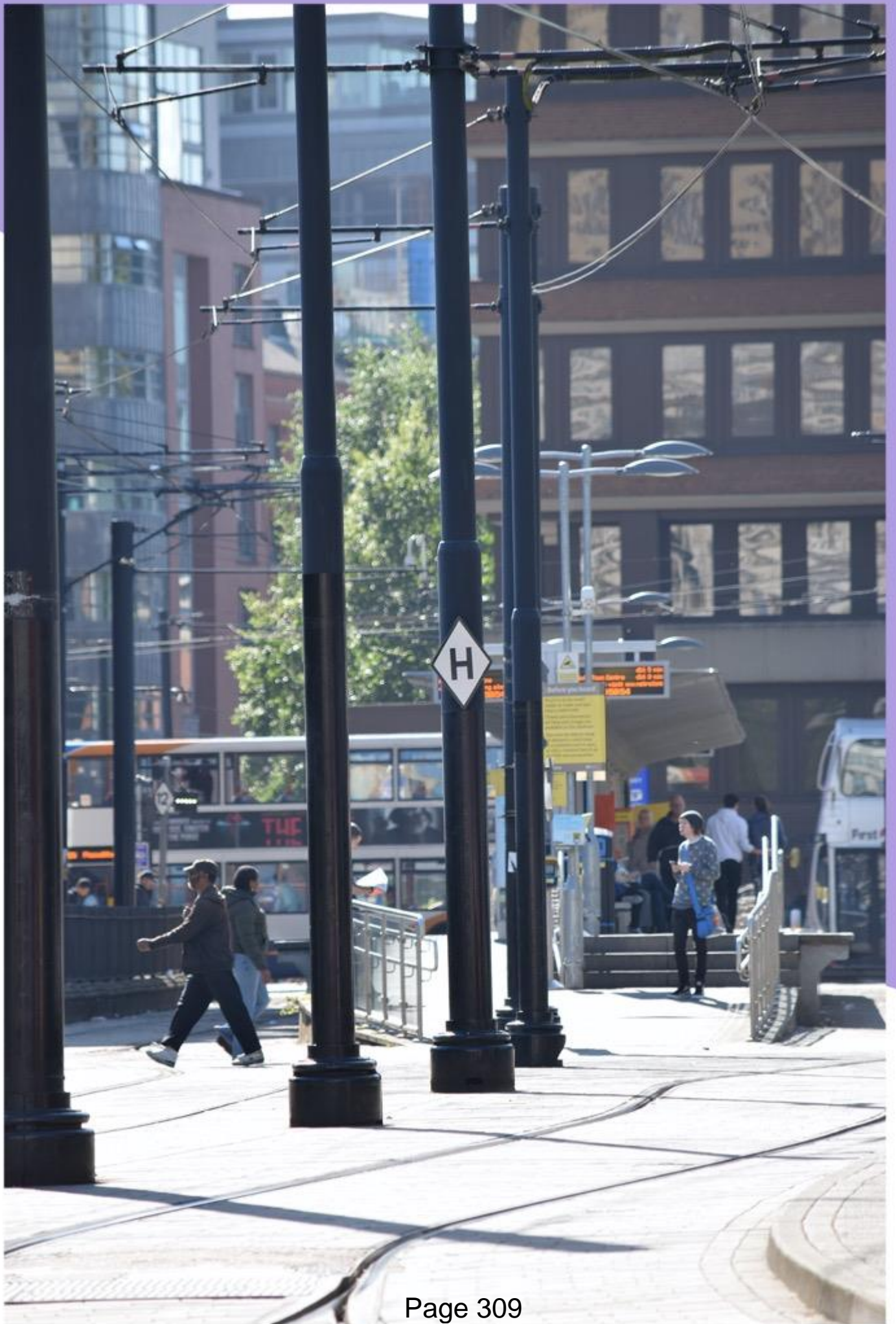
Ambition 7: Innovation is embraced where it benefits the city centre and its users

We support creating a better travel experience in our city centre by developing and using new technologies and emerging methods of travel. This includes embracing new ways of working, to optimise and improve transport services, customer information and asset management.

We want to embrace innovation in transport where it supports the wider ambitions of our City Centre Transport Strategy. This means:

- Promoting the physical and digital integration (i.e. Mobility as a Service) of existing and new low-carbon transport modes;
- Supporting a better and more accessible travel experience through digital connectivity, technology and innovation;
- Adopting the right micro-mobility options that complement active travel and public transport use and support modal shift to sustainable modes for short trips;
- Exploring new modes of transport, such as autonomous vehicles, and how these can help people travel flexibly and easily;
- Ensuring new services and technology are inclusive for all;
- Optimising and improving how we manage our assets and vehicle fleet, using new technologies such as drones and artificial intelligence where appropriate;
- Harnessing technology to reduce the need to travel;
- Delivering new transport services to improve sustainable first/last-mile connectivity to the city centre for people and goods; and
- Improving customer travel information through new forms of communication.

Ambition 7: Innovation is embraced where it benefits the city centre and its users
Challenges
<ul style="list-style-type: none">• Increasing consumer expectations for app-enabled, on-demand transport services• The transport system's ability to respond to rapid fluctuations in travel demand• Emergence of new transport technologies, such as on-demand transport services, changing the ways people choose travel• New technologies and business models making future travel demand difficult to predict• Ensuring new technology solutions are available to all and do not impact on vulnerable groups
Priorities
<ul style="list-style-type: none">• Supporting the city centre's transition towards a future mobility zone. This includes advancing the digital and physical integration of low-carbon transport modes• Providing better integrated and real-time travel information to users• Providing new opportunities for mobility for those with disabilities and mobility impairments• Embracing innovation where it allows us to better manage our assets• Optimisation of passenger services and delivery of goods through new technologies• Embracing new technologies and products that support more sustainable travel choices• Future-proofing our city for new transport opportunities where they support our city centre aspirations e.g. micro-mobility solutions, autonomous vehicles and artificial intelligence• Using technology to monitor and reduce transport emissions
Considerations
<ul style="list-style-type: none">• Identify opportunities to future-proof investment decisions by developing a clear vision of how innovative solutions can help achieve our city centre ambitions



Our proposals

The proposals we have developed aim to support our short-term recovery following the Covid-19 pandemic, and to support delivery of our vision for the city centre for an integrated, healthy, inclusive and sustainable transport network with increased connectivity and capacity. They will help to deliver growth in a sustainable way and to support our target for 90% of people using public transport and active travel to get into the city centre, in the peak period by 2040.

Our proposals also reflect our desire to make walking to become the main mode of travel for getting around the city centre and creating high quality streets and public spaces that are welcoming and easy to move around. All our planned proposals support the transformation needed to shift towards a net-zero carbon city centre and cleaner air.

Committed interventions and programmes

Manchester City Council, Salford City Council and Transport for Greater Manchester (TfGM) have committed transport interventions for the city centre which will be delivered in the next five years and will contribute to achieving our vision. These interventions have significant funding allocated, and the case for change has already been demonstrated (although final funding arrangements and approval of the business case may still be needed in some cases). The main committed proposals are:

Albert Square redevelopment: As part of the town hall refurbishment project, Albert Square will be redeveloped to create one of the finest civic spaces in Europe. This includes enlarging the square by pedestrianising three of the roads that surround it, with only Princess Street remaining open to traffic and trams. The expansion will create a continental-style outdoor seating area and enhance the square's role as a major events venue. The designs complement the history and use of the square, while creating clearer and higher quality accessible routes that are free of traffic congestion and pollution, significantly transforming and enhancing this space.



New Bailey St/Bridge St infrastructure improvements: This project supports the redevelopment and growth of Central Salford by delivering public realm and environmental improvements alongside enhancements to public transport access and improvements to bus reliability in the north west of the city centre.



New and enhanced city centre active travel measures including:

Northern Quarter Bee Network scheme: A walking and cycling link between Piccadilly Station and Victoria Station, via the Northern Quarter. This includes:

- Development of high-quality public space in Stevenson Square
- Transformation of Thomas Street into a pedestrian focussed street, including the removal of on-street parking to increase space for pedestrians and cyclists;
- New pedestrian and cycle crossing facilities where the route crosses the tram lines near Shudehill; and
- Creating a Bee Network route through the Northern Quarter, linking Piccadilly and Victoria stations and forming the eastern part of the 'City Centre Triangle' of key city Bee Network routes.

Chapel Street East cycling scheme: The Chapel Street East scheme will be at the core of a wider network of routes enhanced for walking and cycling in the city centre that are being delivered through the Bee Network. The section of Chapel Street between New Bailey Street and Blackfriars is a key link into the city centre, however the route is currently dominated by motor vehicles. The proposed plans will make it easier and safer for people travelling on foot or by bike by providing protected facilities for cyclists and improved crossing provision for pedestrians.



It will also enhance the street environment on Chapel Street by providing extended and improved footways along with new trees and planting.

Manchester to Chorlton Beeway: This project will create a route that includes protected facilities for cyclists, and major improvements for pedestrians between Chorlton and Manchester City Centre. The 5km route will run along Barlow Moor Road, Manchester Road, Upper Chorlton Road and Chorlton Road, linking with existing routes and continuing to the city centre. Chorlton Beeway will be one of the first major routes to be completed. This route includes several CYCLOPS (Cycle Optimised Protected Signal) junctions, providing fully protected facilities for pedestrians and cyclists on all junction movements for the first time in the UK. The first of these is already open in Hulme.



Rochdale Canal towpath upgrade: Upgrading of the Rochdale Canal towpath towards Newton Heath and connecting routes as an improved walking and cycling corridor. This will provide a strong network of safe routes in and around this part of the city.

Northern and Eastern Gateway Bee Network in Ancoats and New Islington: This route will connect the neighbourhoods of Ancoats, New Islington, New Cross, New Town, Redbank and the Green Quarter by creating a high-quality, continuous walking and cycling route for the north and east city centre fringe.

Salford City Centre Bee Network Package: Ordsall Chord Riverside Connection, Oldfield Road Corridor, Chapel Street/Trinity Way (including enhanced links to Irwell St) and Broughton cycleway enhancements.

City Centre Triangle: Building on temporary road closures introduced in response to the Covid-19 pandemic and the Northern Quarter Bee Network scheme, funding has now been secured to consider some of the remaining links in the City Centre Triangle, particularly on Deansgate Liverpool Rd, Aytoun St and Whitworth St. The aim is to provide Bee Network standard infrastructure that connects the heart of the city centre.

Salford Central station upgrade: To provide additional capacity by re-opening disused platforms and accommodate longer trains.

Central Manchester Rail Network Enhancements (including Castlefield corridor, Piccadilly Station's platforms 15/16 and Oxford Road station) (subject to Government approval): To address the critical capacity constraints on the rail network in the city centre, which will need to expand to accommodate the forecast employment growth.

Trans-Pennine Route upgrade electrification to Stalybridge: The first phase of measures to address medium-term capacity constraints and speed up journeys between Manchester and Leeds.

Additional Metrolink vehicles (27 new trams) and associated infrastructure including depot and power upgrades: To increase Metrolink capacity into and through the Regional Centre to facilitate continuing economic growth and access to services and encourage mode shift.

Smart, integrated ticketing: To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall public transport offer more attractive and encouraging modal shift.

Retrofitting buses and electric bus fleet investment: To improve air quality in the city centre and surrounding areas.

Early expansion of electric vehicles network charging points and electric vehicles in car clubs: Including for use by private hire vehicles and taxis: to improve air quality in the city centre and other areas of Greater Manchester.

Innovation pilots and trials of new technologies: A wide-ranging innovation programme to demonstrate how new technologies, business models and transport modes can support the improvement of the transport network in Greater Manchester. This includes policy development and trials of Mobility as a Service (MaaS) platforms and Connected and Autonomous Vehicles

(CAVs), the use of artificial intelligence to control traffic signals and reduce congestion, the creation of mobility hubs offering a range of shared use electric vehicles, and a large e-scooter trial in Salford.

Delivery of High Speed 2 including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan: To deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city-region as a result of the improved connectivity. HS2 is committed to be delivered but this will be beyond 2025.

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Future Transport Interventions

Further transformation of our streets and public transport, to support people travelling into and around the city centre will help us to achieve our vision and ambitions. This is not necessarily about new infrastructure, it is also about using our existing assets more effectively. An ambitious but flexible combination of policies, infrastructure investments, service improvements and behavioural changes will be needed up to 2040. These interventions are set out in the map at the end of this section with the key proposals introduced below.

Our Bus – Buses will play a fundamental role in enabling access to the city centre, especially for those living within 10km. We want bus services to be more efficient and reliable encourage people out of their cars, and will work with bus operators towards these goals. We also want buses to be accessible, with drivers trained to ensure disabled people feel safe and supported to use the service. This will support the Our Network ambitions and proposals for bus.



We will continue to support reform of bus services in Greater Manchester to ensure that buses are a fully integrated part of our city centre transport network.

In the future we would like our buses to become zero-emission, quieter and have integrated ticketing with potentially more cross-city bus services and some bus services not running all the

way into the centre. We would also like to see longer operating hours for public transport to support the night-time economy and those travelling for work outside traditional hours. It continues to be important that passengers are able to use buses to get as close as possible to their destinations within the city centre.

Free Bus currently plays a complementary role in helping people travel around the city centre. The role and routing of Free Bus within the city centre may change over time and a refresh of the fleet will support our Clean Air ambitions.

There are also some streets and areas of the city centre that need to be less polluted and more attractive so they work better for pedestrians, people with mobility needs, such as wheelchair users, and cyclists. This approach does not mean removing all vehicles. The intention is that we give greater priority and space to people and that vehicles play a far less dominant role. We will support this through a combination a reduction in general traffic in the city centre and bus re-routing. Interventions that support bus travel are likely to include bus gates, improvements to bus stops and the development of Quality Bus Transit (QBT) corridors.

Enhancements to Shudehill Interchange

The city centre Shudehill bus terminus currently has good bus passenger facilities and is well managed. We would like to increase the role of Shudehill and run a greater number of buses services there. At times however, access to the bus station is compromised by road congestion—particularly at the junction between Shudehill, Nicholas Croft, Withy Grove, Thomas Street and the bus interchange. We will seek to reconfigure the traffic signals in this area, remodel the bus egress onto Shudehill and incorporate improved pedestrian facilities.

We would like to improve the area around the Parker Street and Oldham Street bus stops in Piccadilly Gardens and consider whether reasonable alternative options can be found to reduce the space needed by buses. Poor quality public realm, antisocial behaviour, poor bus passenger facilities, significant bus-on-bus congestion and crossing safety are some of the key issues in this area. Parker Street also does not offer good interchange with rail services at Manchester Piccadilly, the main station in the city centre.

We therefore want to redevelop Piccadilly Gardens and enhance this area with better quality public realm for people to enjoy. To achieve our ambitions for the area around Piccadilly, we will consider options that reduce buses moving through Piccadilly Gardens where we can identify feasible and attractive alternative routes. This could be coupled with the introduction of a new bus facility/interchange as part of redeveloping the Manchester Piccadilly Station area for HS2.

In addition to improved facilities and operations we want to improve the journey time reliability of bus services into and out of the city centre and to identify opportunities for more cross-city bus services to provide passengers direct access to a wider range of city centre destinations. The priority city centre radial corridors that we plan to focus on include:

- A6 Manchester – Little Hulton (Streets for All & Quality Bus Transit)
- A6 Manchester–Stockport College (Streets for All & Quality Bus Transit)
- MediaCityUK–Salford Crescent (Streets for All & Quality Bus Transit)

- A57 Manchester–Hattersley (Streets for All & bus corridor upgrade)
- Manchester Northern Gateway bus corridor / M62 North-East Corridor express bus corridor
- A56 Manchester–Bury (Streets for All & bus corridor upgrade)

We will ensure that changes to bus operations in the city centre and wider area are compatible with the objective of increasing bus usage as part of our vision for 90% of all morning peak trips to the city centre to be made by public transport and active travel by 2040. We will work with bus operators, users and wider stakeholders to develop more detailed proposals.

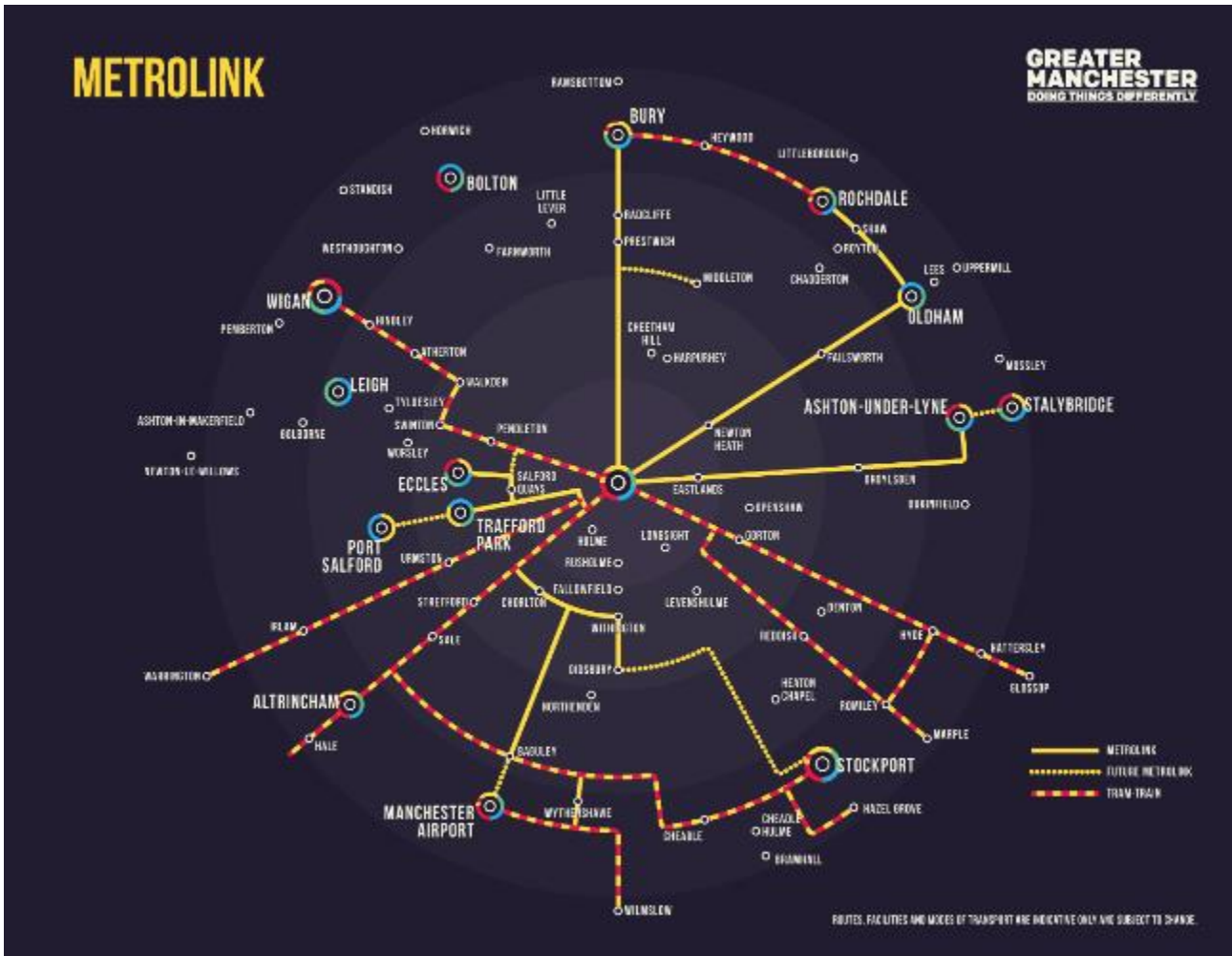
Our Metrolink – Looking at how we could use the existing Metrolink network more effectively, we will examine the business case for frequency improvements between Victoria and Piccadilly that enable direct services to Piccadilly from the Oldham-Rochdale line. We will also develop options for improving Metrolink capacity and reliability on critical sections such as between St. Peter’s Square and Cornbrook. We will seek better integration between Metrolink and city-centre rail stations, for example the relationship between Piccadilly and the HS2 proposals, which are covered in the ‘Our Rail’ section.

We will develop options for new connections to support planned growth, including proposals for Salford Crescent to act as a focal point for growth in the north west of the city centre. This will include options for connections between MediaCityUK and Salford Crescent, as well as between Salford Crescent, Inner Salford and the city centre using a Streets for All approach. Together with ‘Our Rail’ proposals, we will seek transformative change at Salford Crescent station to make it an integrated transport hub that is fit for the future growth.

Our aspirations include integration with some parts of the rail network to provide metro-style services, with higher frequencies and better access to the heart of the city centre. To facilitate these services, we are seeking the introduction of tram-train technology in Greater Manchester and investigating major metro capacity increases through the city centre.

Tram-train technology – enabling next generation vehicles to run on both the Metrolink network and the National Rail network – would initially be piloted in a ‘Pathfinder’ project. This would pave the way for a further expansion of our rapid transit network, making much better use of our existing extensive network of railway lines. Given the need to integrate with longer-distance rail services, we will work closely with Network Rail to progress these proposals. In the case of the Marple and Glossop lines, it is essential to safeguard a connection between these rail lines and the Metrolink network at Piccadilly as part of the high-speed rail proposals.

We will look at the feasibility of achieving further major metro capacity increases by using tunnels under the city centre. This solution would avoid taking scarce street-level space to expand the metro network and facilitate longer vehicles.

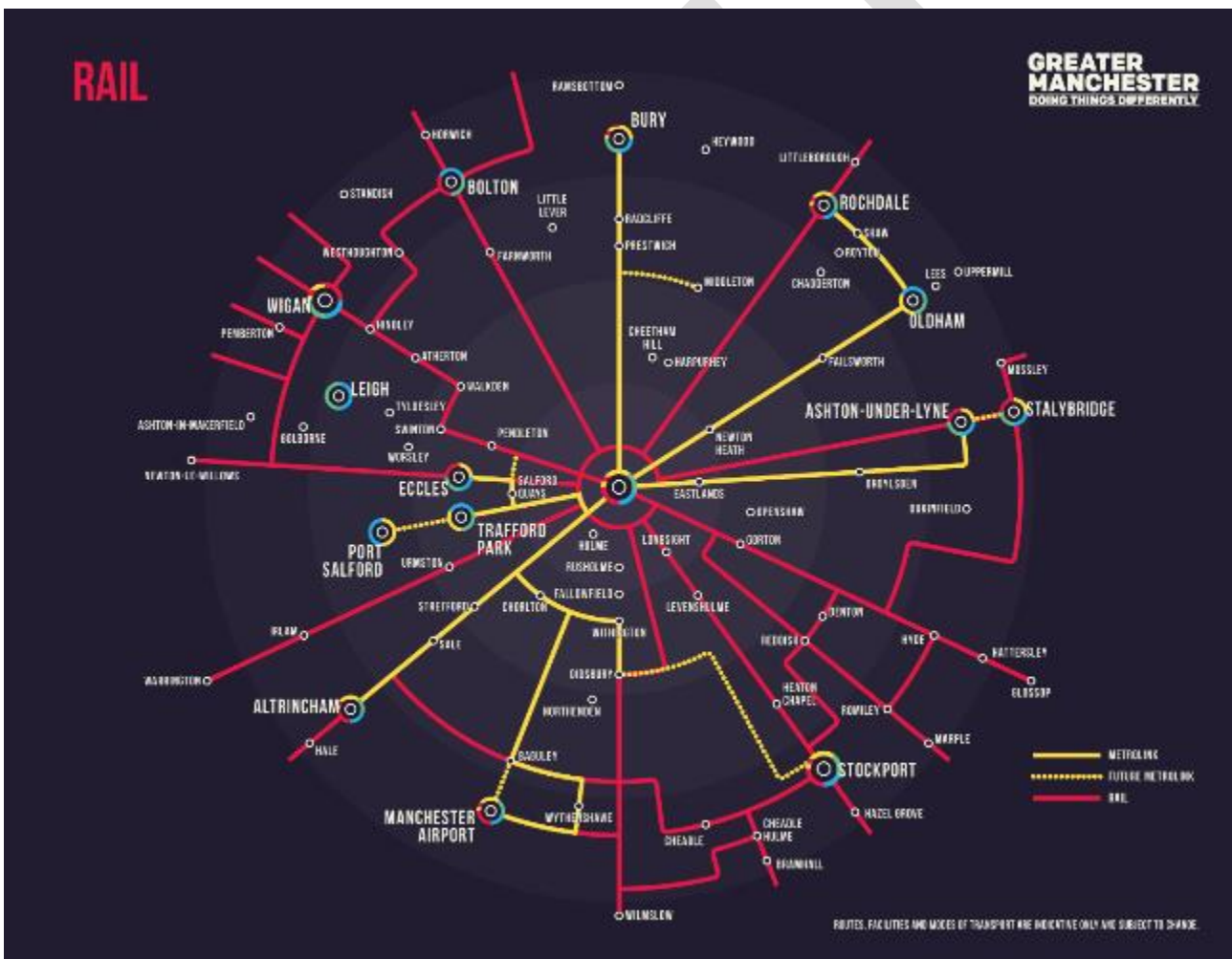


Provision of additional metro capacity to the city centre: city centre metro tunnels

For Greater Manchester, providing sufficient capacity for demand growth on the existing metro network and facilitating new metro connectivity will – in the long term – need to be accommodated by a major increase in capacity through the city centre. Given the limited space available on-street, we will explore the feasibility of delivering city centre metro tunnels. These would not just provide capacity for constrained sections where demand will far exceed supply, but also allow much greater connectivity by providing new routes across the city centre and allowing the conversion of shorter-distance suburban rail lines to metro/tram-train operation. Given the time to develop and construct this large-scale infrastructure, the significant investment required, and the complexity, we will look to commission further studies and feasibility work into this proposal and the wider network improvements it would enable.

Our Rail – Greater Manchester’s rail network will need to be developed and services made far more reliable. In the nearer-term, longer trains facilitated by selective platform lengthening will support travel growth to the city centre. We fully support longer-term commitments to deliver HS2, Northern Powerhouse Rail (NPR), and the development of the Integrated Rail Plan to transform connectivity and rail capacity across the North of England.

Building on the Our Network ambitions for Rail, Greater Manchester launched its Rail Prospectus in 2019, a masterplan to transform rail-based transport and deliver a doubling of the number of rail-based journeys in the city-region by 2040. Our Prospectus for Rail outlines the committed, planned investments and longer-term priorities for rail-based modes in Greater Manchester, including improvements to the classic rail network, new rail stations, and looking ahead to HS2. This highlighted, in particular, the need to accommodate high levels of demand, particularly for travel to the city centre, in the period up to 2040.



Through the HS2 Piccadilly Growth strategy we will aim to transform Piccadilly Station into an inspiring world-class passenger-focused station that:

- is fully integrated with connected concourses and legible access across all the modes of transport including high-speed rail, conventional rail, Metrolink, bus, coach, walking and cycling. This includes enhanced Metrolink facilities, a new Metrolink stop at Piccadilly

central and a multi-modal interchange to accommodate the growth in patronage driven by HS2;

- includes significantly enhanced cycle provision including appropriate levels of cycle parking and other facilities, eg changing and storage;
- transforms the experience of arriving into Manchester by rail, becoming an iconic landmark and creating important new public space in the heart of the city centre;
- is fit to accommodate the significant anticipated growth in passenger numbers;
- provides minimal levels of car parking as we expect there to be relatively small numbers of people arriving at the station by car; and
- connects the integrated Piccadilly station much more clearly, directly and accessibly to the city centre and surrounding developments.

Our other city centre rail stations – Manchester Victoria, Deansgate, Oxford Road, Salford Central and Salford Crescent - play a vital role in catering for people travelling by train, as well as influencing visitors' crucial first impressions of the city centre.

We will promote a common service and accessibility standard at all our rail facilities. We will ensure our gateway stations offer a range of onward travel choices whether this be via high quality walking routes, cycle hire or links to Metrolink or bus services. Our rail hubs will include retail and services for goods collection and onwards distribution. We recognise that station facilities and how they integrate with the city, need to evolve to best reflect changing travel demands as we recover from Covid-19.

We will continue to assess the role that rail is likely to play in the future shape of the city centre, and work with the rail industry to improve the rail offering where it does not currently meet the needs of the area.

The Manchester Recovery Task Force (MRTF) was set up as a result of the poor train performance caused by the introduction of the May 2018 timetable. We need major infrastructure interventions to enable the increased demand for use of rail and to address reliability issues. These include the proposed central Manchester Rail Network Enhancements, including Castlefield corridor, platforms 15/16 at Piccadilly and Oxford Road Station. Both the immediate timetable changes and longer term infrastructure investments will change the nature of city centre station use, and their roles should evolve to reflect the changed employment, residential and leisure base of the city. In Greater Manchester, we will continue to support the MRTF group with evidence of the current and future usage of rail in the city centre to maximise each station's part in supporting this strategy.

Delivery of High Speed 2

Manchester is part of HS2 Ltd.'s Phase 2b (connecting Crewe to Manchester and West Midlands to Leeds) with planned stations at Manchester Piccadilly and the Airport along with services to Wigan. This will deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city-region because of the improved connectivity.

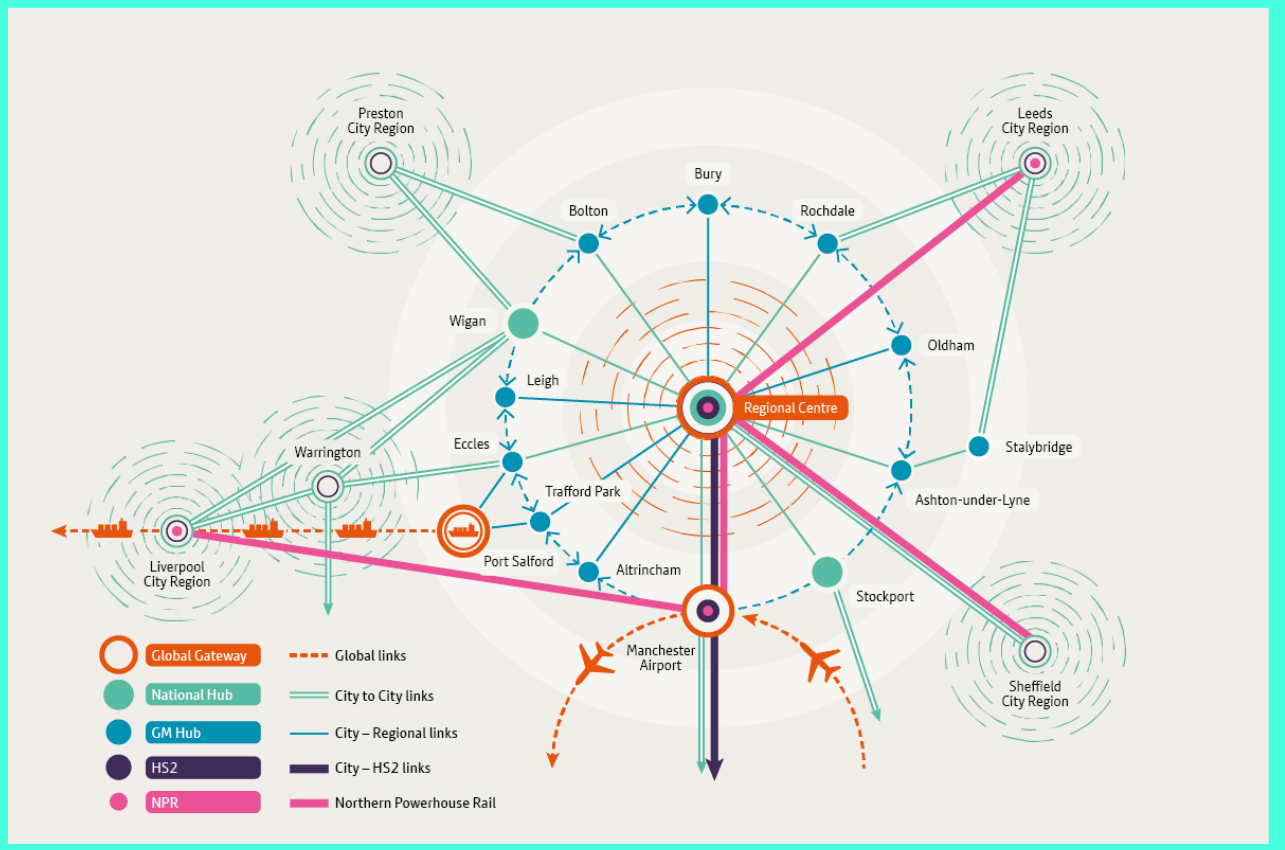
Although HS2 Phase 2b is committed, it is estimated it will be delivered from 2035–2040

Delivery of Northern Powerhouse Rail (NPR)

NPR is the Northern Powerhouse Strategy ambition to transform connectivity across the North. Transport for the North will upgrade lines for increased capacity, faster and more frequent trains and improved connectivity for businesses, labour and freight.

The city centre plays an important role in the development of the Northern Powerhouse on a local, national and international scale. The growth of the wider region will depend on developing the city centre as a major transport hub.

The Government announced an ‘Integrated Rail Plan’ for the North and Midlands to fully integrate proposals for HS2, NPR and other local rail schemes. The Plan will set out the delivery programme and timescales.



Our Streets – We want **walking to be the main mode of travel** within the city centre and recognise that further investment is needed to achieve this. We are planning a step-change in the redesign of many of Manchester’s city centre streets and spaces to create a highly walkable network, and in particular to ensure that our city centre is accessible to all, including people with disabilities and limited mobility. We have already started to trial some measures to provide more space for pedestrians in response to the Covid-19 pandemic.

The city centre must be accessible to all people, including those with limited mobility. We want to expand our pedestrian priority zones across the city, enhance pedestrian routes, and make it easier to cross our streets. We will transform some of Manchester’s most iconic streets to make them great places to spend time, like the transformation of St Peter’s Square. The car-free Deansgate proposals in response to the Covid-19 pandemic are planned to become permanent and we will use this as a model to develop future city centre streets. This approach does not mean removing all vehicles, and it will be particularly important to retain access for buses, deliveries, mobility impaired drivers and in some situations people cycling and taxis, on a number of our city centre streets. The intention is that we give greater priority and space to people and that vehicles play a far less dominant and intimidating role.

Piccadilly Gardens is a busy space in the heart of the city. Our ambition is to make it an attractive place to spend time in all weathers. We want to utilise the space flexibly to allow events and attractions throughout the year while ensuring it functions as a safe and uncongested through-route. We also want to include seating and play areas and use lighting and greenery to make it welcoming and pleasant.

Developing Streets for All in the City Centre

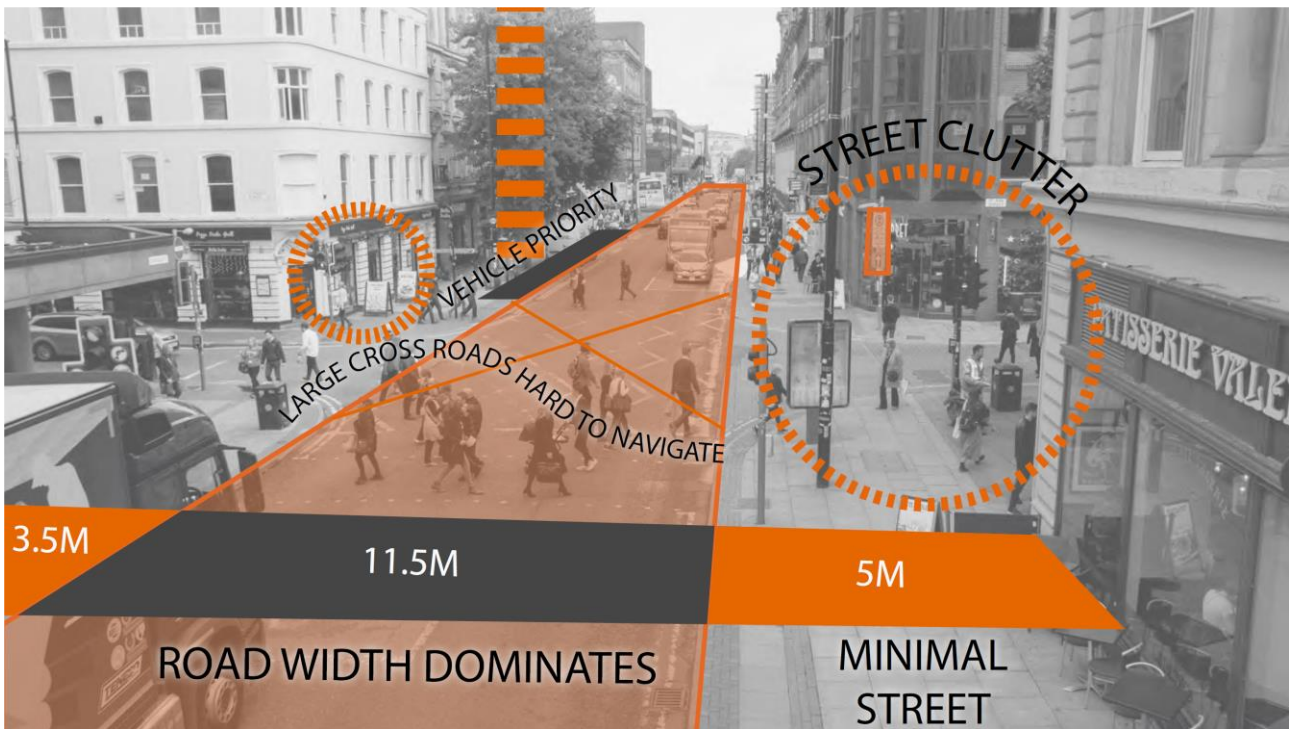
Streets for All provides an overarching framework for everything we do on Greater Manchester’s streets. This new approach aims to balance the competing movement demands of different road users, while creating streets where people enjoy spending time and are encouraged to travel by foot, on cycle or public transport. By understanding the function of different streets, we tackle three key challenges:

- Managing and reducing motor traffic on city centre streets;
- Prioritise space for walking on our city centre streets as the most important mode of travel, while balancing the competing demands of different road users; and
- Enhance the role of streets as place, improving their local character and individuality.

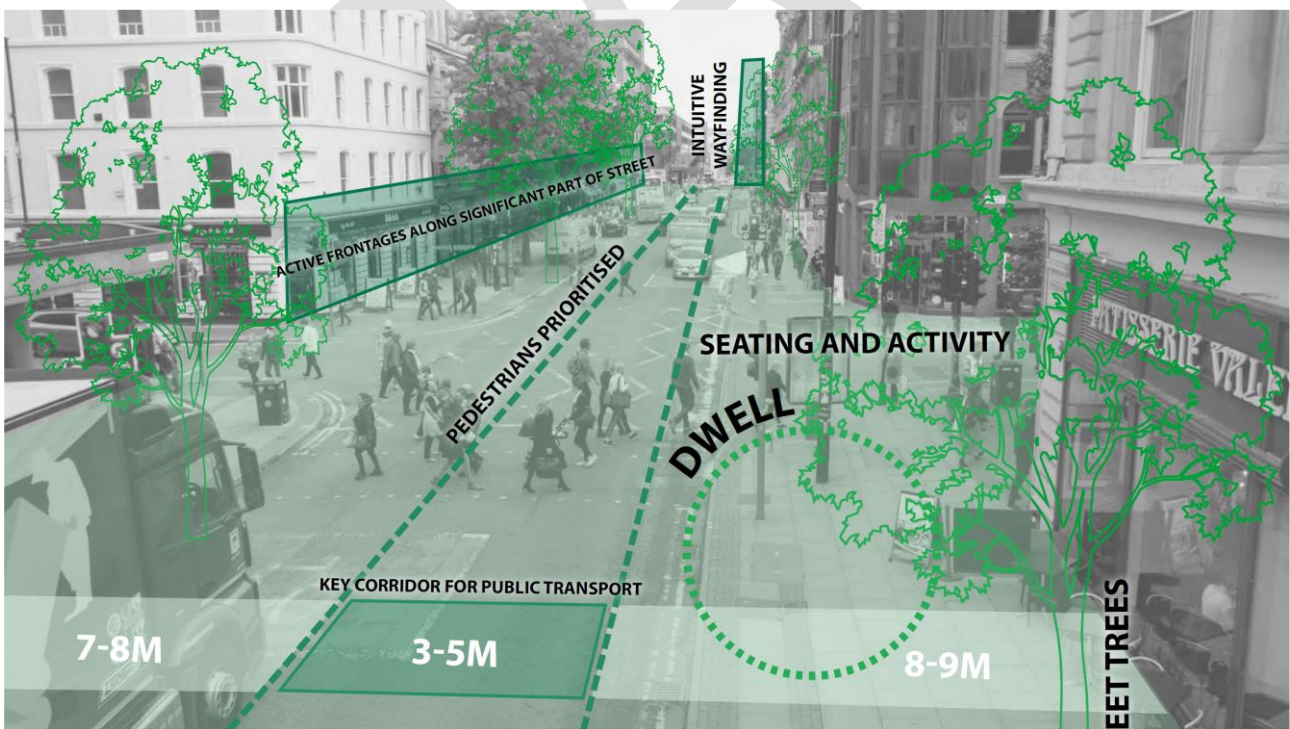
Deansgate is a priority location for delivering our Streets for All approach, as we want it to be a key destination within the city centre. This means creating the highest quality public space, while recognising the role this street plays in moving people, especially by walking and cycling.

Accordingly, we want to give more space to pedestrians and also improving junctions to make it easier for people to cross the road. At the same time, we want to retain people’s ability to move along this street, particularly on foot and by cycle, encouraging general traffic to use alternative routes, such as the MSIRR.

The images below summarise the potential evolution of Deansgate.



Deansgate key issues



Deansgate key opportunities



Deansgate summer 2020

The proposals for Deansgate plan to restrict vehicle traffic between King Street West and Blackfriars Street, with the aim of improving air quality, reducing traffic accidents, improving amenities and increasing safe space for people walking and cycling.

To achieve these objectives further alterations will be made within the area, including the closure of through traffic on adjacent routes, and introducing bus gates.

We believe **Whitworth Street** could be re-designed in a similar manner while also developing it as a movement corridor for cycling. In parallel, we want to reduce the use of Whitworth Street as a through route to traffic through measures such as enhanced signage for and capacity of parallel routes, notably the Manchester-Salford Inner Relief Road (Mancunian Way). This will be an incremental approach that will keep the city moving in the short term, while also supporting our long-term ambitions.

There are ambitious proposals for **Salford Crescent** as the city centre expands. The Crescent is a unique regeneration opportunity and is a major transport gateway to the city centre and this part of Salford. The Development Framework for this area aims to provide a genuine choice of sustainable transport including improved pedestrian and cycle routes and infrastructure, bus and rail connectivity and in future years, Metrolink. The Development Framework seeks to achieve the right mix of sustainable travel choices for the area by limiting the impacts of car use through de-engineering the A6 and by prioritising and encouraging walking, cycling and public transport, mitigating impacts and identifying opportunities to improve air quality. It will also incorporate green infrastructure and sustainable drainage, including street trees to soften the impact of hard transport infrastructure to help improve air quality and contribute to biodiversity gain.



Artists impression of the A6 as part of potential future Salford Crescent

Improving the ease of access to the significant range of attractions and facilities such as university buildings, hospitals, museums and open space in the Oxford Road Corridor area forms part of the city centre plans to improve streets for people walking and cycling. This includes east-west connectivity across the Corridor and in particular connections to Piccadilly Station.

Expanding our pedestrian priority areas across the city centre

The extent of safe and attractive space available for people walking is important for our city centre. Pedestrian-priority streets provide space where people can move around, shop, linger, stop and rest. Within a city centre, the public spaces and areas with high levels of pedestrian priority often provide a crucial focal point for activity and act as important landmarks. Providing a critical mass of such spaces that are well connected, safe and pleasurable to move through and spend time in is a key feature of a walkable city centre. We will make efforts to extend and connect the network of high-quality streets and spaces where people walking have priority. We are committed to achieving this while improving accessibility to people with limited mobility who may rely on vehicles to travel to, from and around, the city centre. As part of the design and consultation process for each street or area, we will consider the full range of potential impacts and ways to address them. This may include considering lighting or the option to have different restrictions in daytime and nighttime hours, to ensure spaces are fully animated throughout the day.

Enhancing major walking routes in the city centre

We will prioritise improvements to major walking routes in our city, particularly on busy routes with higher footfall and where pavement widths and pedestrian crossings are inadequate for current or forecast demand. The maintenance and cleanliness of streets will also continue to be a priority. Improvements to the following routes and junctions are our priorities to make walking quicker and safer in the city centre, as part of the wider development of the Bee Network:

- Routes to/from Piccadilly station and Piccadilly Gardens including to/from Oxford Road;
- Routes to/from Victoria station and Shudehill;
- Deansgate;
- Whitworth Street and Whitworth Street West;
- Princess Street / John Dalton Street / Bridge St / New Bailey Street;
- Chapel Street and routes to/from Salford Central;
- Thomas Street and Stevenson Square through the Northern Quarter;
- Routes to/from the central pedestrian area and retail core; and
- Ensuring the connectivity of the city centre to the emerging Bee Network.

These routes will be reviewed to assess footway space and the quality of provision provided to people walking, including for wheelchair users and those pushing prams or a double-buggy. Where space permits, we will ensure that walking improvements are complemented with improvements to the public realm and green space, including as a priority additional planting and trees.

Making it easier to cross our streets

We will make it easier for people to cross our streets both at formal crossings and on continuous footways. We will:

- Ensure our crossing points work well and give people enough time to cross our roads;
- Widen key crossing where possible to reduce overcrowding to ensure pedestrian safety;
- Install pedestrian crossings on desire lines for direct routes; and
- Deliver crossings that are suitable for a range of users making it easy to cross.

We will review the crossing facilities at all our junctions and where required, retrofit improvements at junctions that do not have adequate crossing facilities for people walking. Where appropriate, we will consider the potential introduction of diagonal crossings (allowing all pedestrian movements).

Some key locations for consideration of these crossings include:

- Portland Street / Princess Street junction;
- Princess Street / Whitworth Street junction;
- Whitworth Street / Sackville Street junction;
- Whitworth Street / Aytoun Street / Fairfield Street junction;
- London Road Fairfield Street junction;
- Oxford Road / Hulme Street / Charles Street junction;
- Oxford Rd / Whitworth St;
- Deansgate / Whitworth St West;
- Deansgate / John Dalton St; and
- Shudehill / Thomas St / Nicholas Croft.

Removing infrastructure and natural barriers for accessing the city centre

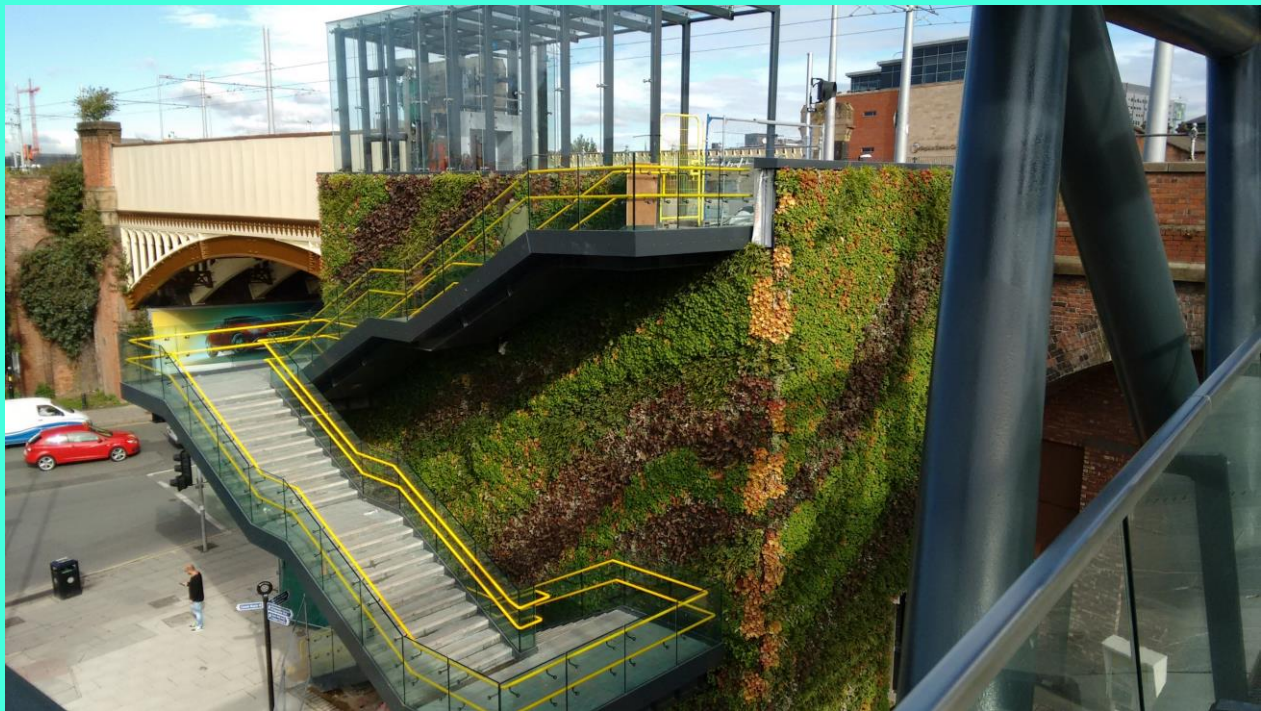
We will develop interventions to reduce severance at the Manchester Salford Inner Relief Route, railway crossing points and across the River Irwell and River Medlock. Interventions will be a mixture of improvements to crossing facilities, and imaginative interventions to make otherwise off-putting spaces memorable and better used such as those seen at Hatch under the Mancunian Way.



Provision of more seasonal greenery and trees in our city centre

We will work together to provide and maintain more permanent and seasonal greenery and trees on our city's streets. This will include incorporating appropriate greenery and planting when making changes to streets and the public realm. We will also work with partners to enhance access and clean up our canal and river network so that it can provide additional walking routes across our city.

We will ensure we continue to work with partners, including City of Trees, to improve landscaping and greening of the city centre. We will take all opportunities to incorporate sustainable drainage schemes (SuDS) as part of any tree planting activity.



For **cycling**, we know that our streets leading to the city centre, and those within it, require improvement. Large parts of the city centre are currently both difficult to access and travel across by bike due to the city centre road network. This needs to change.

To support more people cycling we are **developing an integrated city centre cycle network**, formed around 'the triangle' cycle network, comprising three major routes: **Deansgate**, **Whitworth Street West** and the committed **Northern Quarter cycle route**. This will be supported by a series of 'spokes' on the 'city centre wheel' cycle network, which will deliver high quality radial routes for people travelling from across the city-region as part of the Bee Network.

Development of the Bee Network in the city centre

Historically, investment in cycling has been somewhat limited. The Mayor's decision to allot **£160 million** of Greater Manchester's allocation of Transforming Cities funding to develop a Mayor's Cycling and Walking Challenge Fund and kick-start the Bee Network project means that Greater Manchester's spend on cycling and walking is now at least £15 per head per year, almost putting Manchester on a par with Amsterdam and Copenhagen.

We will continue commitments to expand and deliver the Bee Network across the city centre building on improvements delivered in recent years using Cycle City Ambition Grant funding and Local Sustainable Transport Fund programmes including the flagship cycle project on Oxford Road, and transformed cycling and walking connectivity delivered at the new Princess Road/Mancunian Way junction.

The Bee Network will provide a comprehensive network of cycling and walking routes for getting into and around the city centre, so that cyclists do not have to mix with busy motor traffic.

The city centre wheel and triangle

To increase the number of people cycling to the city centre, we need to improve routes both into and within the city centre. This network will build on the high quality provision on the Oxford Road / Wilmslow Road corridor to the south, and the Broughton Cycleway to the north.

Improvements to routes into the city centre are based on a developing concept of the "city centre cycle wheel" whereby improvements are made to strategic links for cyclists into the city centre including segregated routes to the intermediate relief road (Queens Road and Alan Turing Way), such as:

- Liverpool Street
- Chapel Street East
- Northern / Eastern Gateway cycle route (behind Great Ancoats St)
- Princess Rd / Mancunian Way Parkway cycle enhancements
- Manchester to Chorlton cycleway (currently on site)
- Oldham Road

Future plans in development will enhance these and other key radial routes into the city centre, focusing on the north and east of the city centre.

Within the city centre, we want to ensure people can easily access key destinations by cycle and are developing a complementary system to the 'city centre cycle wheel' within the inner relief route based on a 'city centre cycle triangle'.

The city centre triangle is made up of three core routes:

1. The 'Picc-Vic' connection (Piccadilly station through to Victoria station) already under development through the Northern Quarter
2. A connection between Victoria Station and Deansgate with connections to Salford Central; and

3. A connection between Deansgate station and Piccadilly station (along Whitworth Street via Oxford Road station).



Artists impressions of potential City Centre Triangle measures at Whitworth St West/Deansgate and Whitworth Street/Aytoun Street/Fairfield Street junctions

These core routes will be designed to support cyclists of all abilities, ensure widths that are suitable for cargo, adapted and hand cycles. The city centre triangle will be supported by appropriate directional signage that provides a fully integrated Bee Network walking and cycling routes and helps cyclists to find the quickest routes to get around the city. The triangle scheme will be developed to ensure the measures support existing and future bus routing in the city centre.

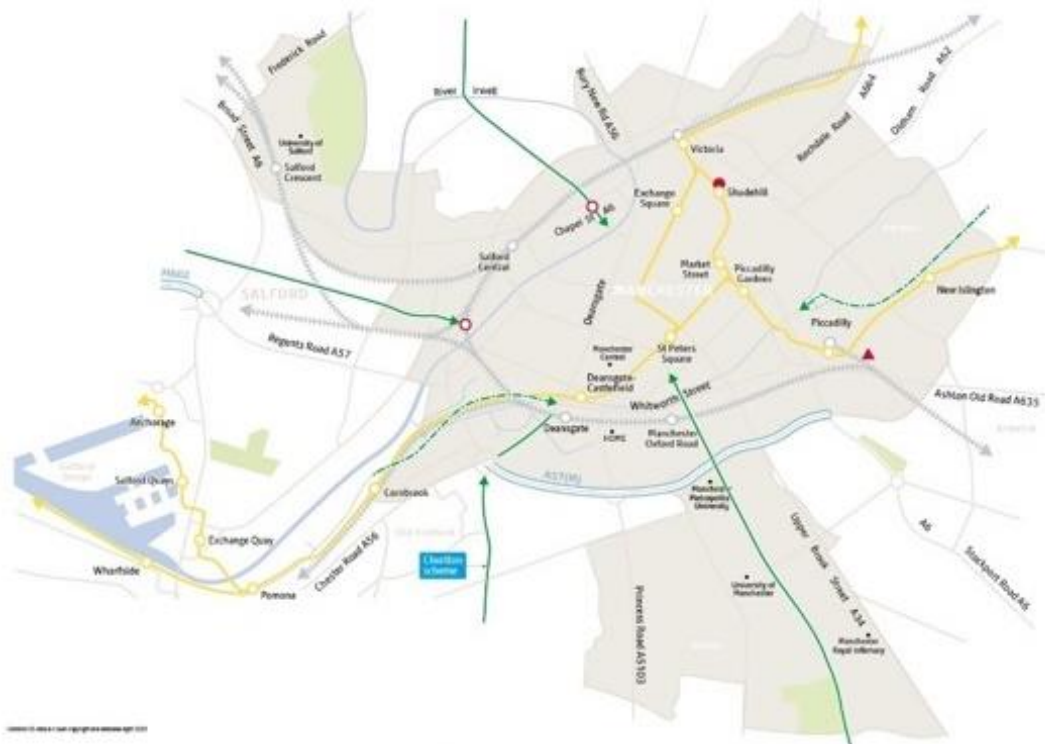


Figure 14: Existing cycling provision

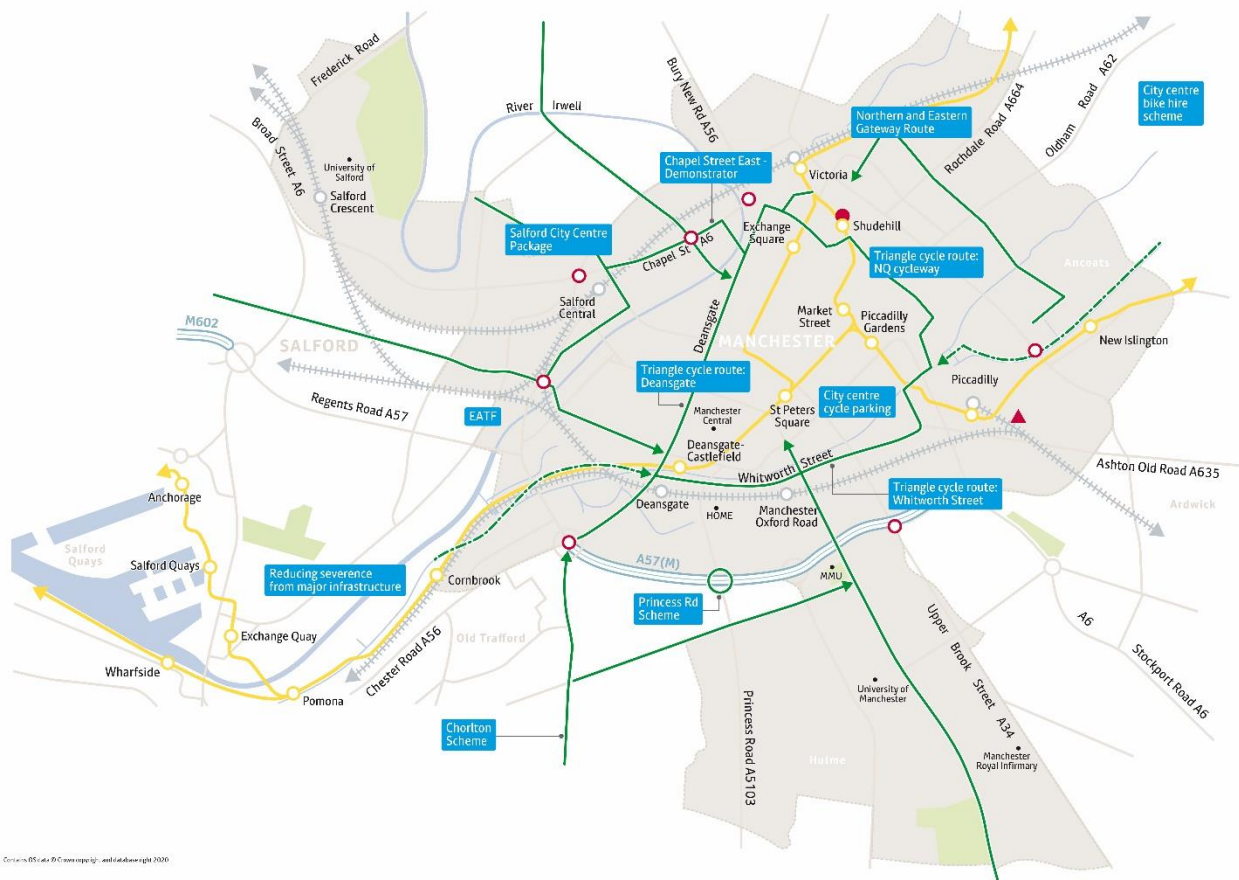


Figure 15: Planned cycling provision

Connecting the City Centre Wheel and City Centre Triangle core cycle routes, a network of quiet streets will be developed across the city centre. These will be formed of low-trafficked, low-speed streets, that create a pleasant and attractive environment for people walking and cycling, supporting journeys from the dedicated cycle network travel between destinations.

Bike hire scheme

Alongside the Bee Network, we are committed to delivering a network of self-service hire pedal and electric assisted cycles, available to walk-up and use 24/7. In Greater Manchester 74% of households do not have access to a cycle, limiting their travel options. Greater Manchester Bike Hire seeks to address this issue and make accessing a cycle more convenient. The first phase will provide public cycles within 500 metres of 100,000 households. The scheme will be an important element of 'Our Network', with a phased roll-out of the region-wide scheme. Phase 1 will focus on the Regional Centre which will help to develop the right model for a Greater Manchester-wide approach.

City wide cycle parking review

We will conduct a city-wide cycle parking review, as part of a wider Greater Manchester review, which will:

- Review the availability and distribution of both on and off-street public and residential cycle parking facilities to ensure adequate accessible provision, taking account of forecast demand increases, particularly at our key transport hubs;

- Assess requirements for public and residential cycle parking, including those that can accommodate cargo cycles and adapted cycles;
- Review the use of the Cycle Hubs in the city centre (e.g. Oxford Road, City Tower, Salford Central);
- Opportunities to combine improved cycle parking with new seating and public realm/greenspace provision, such as “parklets”; and
- Explore the potential for innovative parking solutions that increase the space efficiency of cycle parking such as fully automated underground cycle stores.

Management of on-street parking facilities

We believe that car use needs to change and be carefully managed in our future city centre. To support this we will be, over time, **removing some existing car parking within the core of the city centre**. New developments will remove surface car parks and on-street parking will be reduced to make better use of street space, such as providing wider footways, more dynamic loading or servicing provision, space for bars and restaurants or parklets.

We will keep the use and management of the kerbside car parks under frequent review to:

- Identify opportunities to reallocate space from on-street car and motorcycle parking to increase the space available for people walking, support the delivery of cycle infrastructure and provide additional public space and cycle parking;
- Prioritise remaining on-street provision for short stay commercial parking, disabled parking taxi ranks, loading bays and coach bays;
- Identify opportunities to reduce obstructions caused by vehicles loading or waiting to pick up passengers, particularly on bus and cycle routes and at peak travel times;
- Assess the appropriateness of the charging periods applied for parking and the geographical extent of the city’s controlled parking zone;
- Seek opportunities to introduce more dedicated loading bays and use technology to allow real-time management of loading activity; and
- Seek opportunities to implement multi-use spaces/parklets, for example loading bay during off-peak hours, additional pavement space during the morning, lunchtime and evening peaks, and a taxi rank during the evening.

We will review the levels of parking by residents and non-residents through surveying parking patterns and occupancy rates in the fringe areas of the city centre. This information will be used to develop as required an appropriate residents parking scheme in the neighbouring areas of the city centre to ensure that residents have fair access to parking near their homes.

Management of our city centre car parks

Parking across the city centre is currently a combination of off-street parking and on-street parking. Off-street car parks provide circa 30,000 spaces operated by a variety of companies including Euro Car Parks, APCOA, NCP, Citipark, Q-Park and SIP, among others. **In the future, as many as 12,500 spaces could be removed through redevelopment.**

We will agree with the existing car parking operators an effective parking contract to manage the city centre car parks in the future. This will support the use of off-street car parks as a preference over on-street parking to increase the space available for people walking around our city – respecting our ambition to make our streets more people-friendly. In support of this we will:

- Signpost drivers to the most appropriate off-street car park to reduce circuitous and through traffic on the Manchester and Salford Inner Relief Route;
- Ensure that our off-street car parks are easily accessible for disabled people
- Reduce the number of car parks and supply of parking spaces in the city centre especially where close to transport hubs; and
- Encourage the use of new technologies to make parking more efficient.

The change from a carbon and car-based economy to a low carbon one is likely to see a change from a car ownership model to a car sharing model with people viewing mobility rather than ownership as the key. The changes are likely to occur gradually, and the Council must manage and facilitate the transition while maintaining and improving the economic vitality of the city centre

However, the 13% year-on-year reduction in carbon emissions necessary to achieve net zero carbon by 2038 must begin immediately. Therefore, a managed but swift transition to much lower city centre parking provision is necessary, not just in order to achieve the zero carbon aims, but to deliver a less congested, more walking and cycling friendly city centre. Both of these objectives will be achieved through discouraging non-essential car trips to the city centre.

The City Council commissioned research into how to manage the transition in city centre parking from consultants Parking Matters. In summary, it recommends that *“Displaced commuter provision should be diverted to mobility hubs on the edge of/outside the city centre located close to the main commuter flows [...]”* We will take this as a guiding principle, while recognising that edge-of-centre locations are intended to be regenerated into liveable, attractive residential neighbourhoods, and the impact of this parking demand and the interface between different neighbourhood functions will need to be carefully considered from the outset.

Expansion of car clubs to city centre residents and workers

The city centre is home to a successful car club and it is intended to expand its role in the future. By doing so the car club can enable people who are unable or who choose not to own a private car can still have access to a vehicle for certain journeys such as shopping or leisure. The car club also offers access to a car for businesses and employees so that they can drive for work without bringing a car into the city centre.

The Manchester Car Club was established in 2006 and by the end of 2019 had a membership of 2,127 including both individuals and corporate memberships. In 2019 there were 940 new members of which 789 were individuals and 151 came through corporate memberships. There were 12,988 bookings during 2019 spanning 92,823 hours.

At the end of 2019 the car club fleet included 35 vehicles, the majority of them are cars although there are a small number of vans as well. The vehicles are predominantly located within the city centre both in car parks and on-street with a small number located in residential areas to the south of the city.

There are plans to expand the car club, potentially to 111 vehicles by the end of 2022 and also widen their geographic spread across so that it becomes more accessible to a wider number of residents.

The Council is working with the car club operator and TfGM to enable the fleet to include electric vehicles and aims to transition the entire fleet to electric.

City Centre Coach Facilities Review

We will conduct a city-centre wide review of coach facilities to ensure adequate provision, taking account of forecast demand of future visitor numbers travelling to Manchester by coach and the most appropriate arrival and departure points. This will review the role of Chorlton St Coach Station as part of the Strategic Regeneration Framework plans and wider city centre development and regeneration plans. We will assess requirements for coach facilities considering demand, routing that supports operations and explore the potential for innovative solutions that allow for dual use of coach parking bays and set down locations.

The future role of traffic in the city centre

We want to reduce the volumes of traffic and the associated congestion within Manchester city centre through the removal of any traffic that is not travelling to or from the city centre. Observed traffic data volumes and analysis have shown that the Manchester Salford Inner Relief Route is often used by vehicles undertaking trips travelling from one side of Greater Manchester to the other. Where possible, we want to increase efforts to encourage cars to use the external ring road (M60) for longer distance trips around the region. For trips within the M60 travelling between east and west or north and south, we will review the role of the Intermediate Ring Road and develop options that manage traffic in this area. This review is now in early concept stage and measures will be introduced subject to further study and feasibility assessment.

We additionally want to reduce the volumes of traffic and the associated congestion within Manchester city centre through a review of the traffic using the radial routes to access the city centre. With increasing competition for road space we believe there is merit in reviewing how we allocate road space inbound to the city centre on key radials. To optimise traffic flows and make best use of available road space, it may be beneficial to prioritise particular modes on the range of radials e.g. bus priority on one radial, primary cycle corridor on the next, highway traffic on another. This would reduce the mix of traffic on these radial routes and allow for appropriate surface and infrastructure interventions to enhance the related mode. We will ensure to develop this objective in a way that doesn't disadvantage disabled people who rely on cars and taxis to get in and out of the city centre.

Where trips by cars or goods vehicles need to be made into the city centre these will increasingly need to be made only by cleaner, lower polluting vehicles, supporting our commitments to deliver clean air as part of the GM Clean Air Plan and a zero carbon future. We will develop our city centre street network to be a fully 20mph area and remove through traffic, which we will facilitate with the development of loops into and out of the city from the Manchester Salford Inner Relief Route.

In the future, we will designate different corridors into the city centre to prioritise movement by particular modes e.g. cycle, bus, freight movements – to give those modes the safe space they need and reduce the impact of private car traffic on public transport, walking and cycling. We will also ensure that the plans for the city centre do not have a detrimental impact on areas surrounding the city centre such as Ardwick, Cheetham Hill, Hulme and Ordsall.

Building on the advisory 20mph arrangement we will seek to establish the city centre as a 20mph zone and implement measures to support the adherence to this limit.

Establishing the roles of key movement corridors into the city centre

Work is currently ongoing to apply a Streets for All approach to establish the future role of key roads and corridors that serve the city centre, alongside packages of measures to realise this over the coming years. This will seek to identify how these streets need to change to enable movement of people to the city centre in a way that meets the objectives of this strategy, as well as how they need to function to support people who live or have businesses alongside them.

An initial assessment has been undertaken to highlight the different 'hot spots' and priorities on sections of these corridors. From this assessment, street improvements across seven corridors have been identified, that will enable delivery of the objectives of the 2040 Transport Strategy, emerging Streets for All strategy, the City Centre Transport Strategy, and the Our Manchester Strategy. These corridors are:

- Priority Corridor 1 (A34 New Bailey Street/Bridge Street/Princess Street/Upper Brook Street) - 11 sites initially identified
- Priority Corridor 2 (A5103 Albion Street/Medlock Street/Princess Road) - 5 sites initially identified
- Priority Corridor 3 (A5103 and A5145 Princess Road/Barlow Moor Road/Princess Parkway) - 8 sites initially identified
- Priority Corridor 4 (A56 south Chester Road/Bridgewater Viaduct) - 5 sites initially identified
- Priority Corridor 5 (A56 north Great Ducie Street/Victoria Street) - 4 sites initially identified
- Priority Corridor 6 (A62 Oldham Road) - 5 sites initially identified
- Priority Corridor 7 (B5117 Miller Street/Swan Street) - 5 sites initially identified

Aligning with the Streets for All approach, schemes delivered at these sites will seek to improve streets and corridors for all people who use them, and may include some or all of the measures listed below:

- Improved walking and cycling facilities;
- Bus priority measures;
- Enhanced pedestrian crossing facilities.
- Improved cycle connectivity;
- improvements to reduce accidents; and
- Revised highway layout to improve vehicular movements to address congestion/air quality, and support access to adjacent developments.

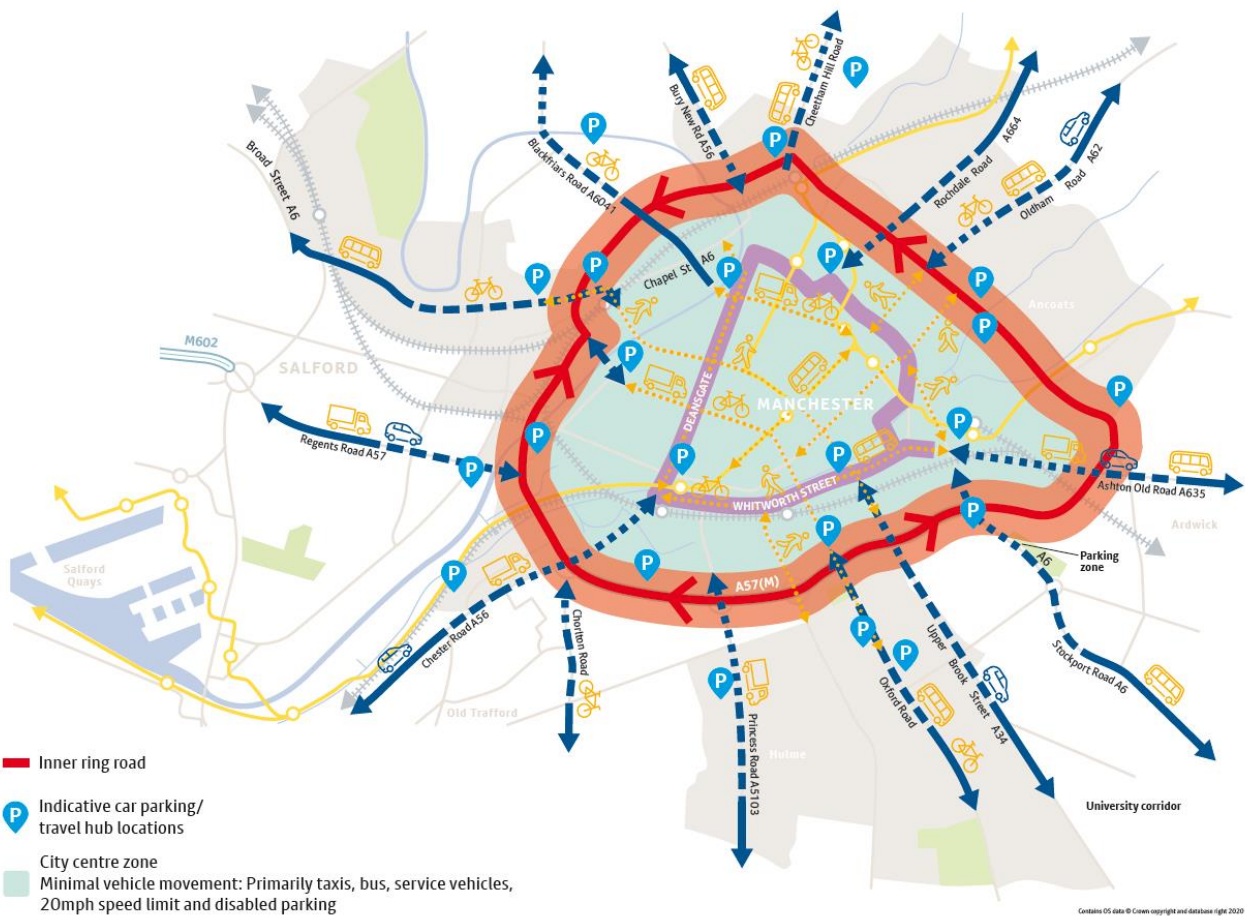


Figure 16: Proposed city centre streets hierarchy

Creating access loops/zones in the city centre for freight, servicing and car parking.

To reduce through movements across the city centre by cars, light weight vehicles and heavy duty vehicles, we plan to formulate freight and servicing ‘access loops’ inside the Manchester Salford Inner Relief Route.

The access loops will operate on an informal basis, influenced by full road closures, and partial road closures that are only open to buses and cyclists and which restrict access for motor vehicles travelling across or through the city centre. The aim is to encourage more vehicles to use the strategic routes (i.e. the Manchester Salford Inner Relief Route) for cross city travel, freeing up routes within the city centre for pedestrians, cyclists and buses.

The plan shows some indicative suggestions based on other street works discussed in this document, however they would be subject to further detailed operational review, including suitability for emergency service access.

Freight consolidation schemes in the city centre

Building on the introduction of consolidation schemes that have been piloted in the city centre, including a city centre waste consolidation pilot, and an NHS consolidation scheme in The Corridor, we will review opportunities to progress further freight consolidation, procurement and interception schemes. We will consider proposals to:

- Develop collection/return points at appropriate locations in the city centre;
- Roll out collection bins at residential developments;
- Introduce further waste consolidation points in city centre areas;
- Develop consolidation centres for small and medium enterprises.



Improved communication with freight operators

We will work with freight and servicing operators to improve communications and encourage sustainable travel, enhance sustainable procurement and distribution practice and review opportunities to re-time and re-schedule freight and servicing to appropriate times of the day. We will consider proposals to:

- Work with operators on micro-consolidation options served by modes such as e-cargo cycles
- Explore how the waterways can be integrated with micro-consolidation
- Explore options for expanded use of secure e-lockers for personal shopping
- Continue with the successful freight forum, which can be used as a platform to discuss pilot studies and trials;
- Embed servicing and deliveries travel planning into operational planning;
- Undertake campaigns relating to public health and air pollution awareness;
- Promote the use of clean, safe and quiet vehicles;

- Roll out an appropriate fleet accreditation scheme for city centre operators;
- Expand driver training to take account of specific city centre access issues;
- Develop and enforcement strategic construction management plans or HGV movement plans.
- Provide variable messaging signs around our city to provide real-time information about the availability of loading bays;
- Work with freight operators to provide appropriate delivering route plans;
- Work with innovators to improve telematics on vehicles; and
- Explore opportunities to develop intelligent freight systems that respond to available capacity on the highway network

Provision of appropriate loading facilities

We will review opportunities to ensure that freight and servicing is efficiently managed. We will provide appropriate loading areas which reduce pavement parking where possible and consider dual use of parking bays as loading bays. We will complement this with the development of bookable systems for on-street loading facilities. In parallel we will look to provide more off-street loading/servicing facilities as part of new city centre developments.

City wide review of taxi set down locations

We have agreed to collectively develop and adopt a common set of minimum standards for taxi and PHV licensing. This work is currently ongoing. In addition to address the issue of vehicles operating from outside Greater Manchester, TfGM are engaging with the UK Department for Transport to consider regulatory reform that reinstates the principles of effective local licensing.

We will conduct a city-wide review of taxi set down locations and waiting arrangements to support our Streets for All aspirations. This will consider the availability and distribution of taxi set down locations to ensure adequate provision which takes account of forecast demand. We will assess requirements for taxi ranks, review waiting arrangements and suitability of these and explore the potential for innovative solutions that allow for dual use of taxi bays.

Our Integrated Network – Where trips by cars or goods vehicles need to be made into the city centre, we will push for them to be cleaner, lower polluting vehicles, supporting our commitments to deliver clean air (as part of the GM Clean Air Plan) and a zero carbon future. Work will be undertaken to see whether it is feasible and practical to implement an Ultra Low Emission Zone (ULEZ) in the city centre at a future point.

Commitment to Clean Air for the city centre: support to the GM Clean Air Plan

A single Greater Manchester Air Quality Management Area (AQMA) was declared in May 2016 (replacing the previous ten District AQMAs), covering the areas where the legal level of NO₂ are exceeded (or are at risk of being exceeded) and where there is risk of exposure to the general population. These are mainly areas close to the motorway network and the major roads converging on the Regional Centre and town centres, as shown on the map below.

Government has instructed many local authorities across the UK, including those that make up Greater Manchester, to take quick action to reduce harmful NO₂ levels. The Greater Manchester local authorities, alongside GMCA and TfGM, have developed a Clean Air Plan that aims to meet

nationally specified standards in the shortest time possible. The Clean Air Plan builds on the commitments in our existing Low Emission Strategy and Air Quality Action Plan (2016-21)

Greater Manchester's Outline Business Case (OBC) for its Clean Air Plan was submitted to Government in 2019 and proposed the introduction of a Greater Manchester wide Clean Air Zone, a designated area within which the most polluting vehicles with a certain classification would pay a daily charge to drive. The aim is to improve air quality by encouraging drivers to upgrade to cleaner vehicles and reducing the number of the most polluting vehicles travelling in the designated area. Greater Manchester's Clean Air Plan also proposes: a funding package to support local businesses to upgrade to cleaner vehicles; trebling the number of electric vehicle public charging points and other measures to support people, businesses, and organisations including schools across Greater Manchester to play their part in reducing air pollution from transport.

At present, a Greater Manchester Clean Air Plan Full Business Case (FBC) is being developed for approval by the 10 Greater Manchester local authorities and was subject to public consultation in Autumn 2020. At the time of writing, the assessment of public consultation responses and impacts of Covid-19 on Clean Air Zone proposals and funding support packages was taking place. Decision makers will consider the Final Greater Manchester Clean Air Plan as soon as possible and by summer 2021 at latest. If approved by Government, these proposals will be rolled out across Greater Manchester over the coming years.

Further details of the Clean Air Plan proposals can be found at cleanairm.com/clean-air-plans/

Expanding our electric vehicle charging infrastructure network

We will commit to investing in and expanding our Electric Vehicle Charging Infrastructure (EVCI) network for EV's operating within the city centre through the provision of suitably located charging points, including for use by private hire vehicles, taxis and car club vehicles. However, our strategic aim is to reduce the volume of vehicular traffic in the city centre, in order to make the city centre less congested and more oriented around people and place. Expansion of the EVCI network will be carried out in this context, with careful selection of charging points including possible prioritisation of non-private vehicles.

The Greater Manchester approach will be to have the right charging infrastructure in the right locations to meet demand and help meet our clean air and net zero-carbon targets. This will require a mix of fast and rapid chargers across the EVCI network in locations that accord with the relevant dwell times of vehicles. The provision of rapid chargers will be focused primarily on commercial uses (EV taxis, LGVs and EV car users that travel longer distances), in locations that match with their shorter dwell times. This infrastructure requires suitable locations that fit with dwell times of no more than 1 hour and / or locations that are suitable to specific business operation. The provision of fast chargers will be focussed in locations that encourage intermodal journeys such as park-and-ride sites or transport hubs and destinations with longer dwell times such as public car parks. There will also be the need to develop some community hub EVCI in residential areas with large amounts of on-street parking. This approach enables deployment of EVCI with the lowest impact on the electricity grid.

Detailed proposals for the city centre will relate to the further development of the emerging Greater Manchester EV Charging Infrastructure Strategy.

Roadmap for delivering a low emission public transport fleet

We will assess and develop a roadmap to deliver a zero-emission bus fleet by 2040. In the next five years we will develop options for retrofitting or upgrading local authority vehicle fleet.

Establishing a low emission goods and servicing fleet

We will review opportunities to enhance use of green cargo in our city centre to support our ambition for a greener and cleaner city centre and to reduce emissions and improve air quality. We will consider proposals to:

- Introduce further cycle logistics networks and hubs in the city;
- Develop electric charging points for LGVs; and
- Assist with the development of cargo cycle loan or hire schemes and associated cycle parking.

Future mobility is a fast-evolving area as new technologies, systems and solutions enter the market, continuously offering new transport solutions. We will remain flexible and agile to support **technologies which align with our vision and will continue to undertake trials** to understand their impact. Such trials will potentially include the review of e-scooters, electric cargo cycles, mobility hubs and park-and-ride travel hubs, dynamic kerbside management for parking and goods deliveries across the city centre. Our efforts will focus on delivering cleaner air in the city centre and supporting our aspirations to deliver a zero-carbon city centre environment.

Appropriate maintenance and renewal of our assets

TfGM will work with Manchester and Salford Councils to ensure appropriate maintenance of the highway network including the Key Route Network within the city centre. We will ensure that street work and road works are well organised and that people and operators have a good level of knowledge of works relating to any planned street works and road works in their area.

Our strategic approach will ensure we make best use of capital investment and operating budgets to appropriately extend asset life and sustain long-term performance. More precisely, this includes the development of lifecycle plans and renewal strategies through scheduled asset condition surveys to ensure that the right treatment and renewals take place at the right time. Furthermore, we will utilise the Electronic Traffic Equipment Asset Management Strategy for the long-term maintenance of electronic traffic equipment in the city centre.

Development of mobility hubs

One example of a potential scheme is the Ancoats Mobility Hub. This facility is:

- Proposed to meet the parking requirements of residential and commercial development in the next phase of redevelopment in Ancoats, removing parking from individual schemes and promoting a modal shift away from car ownership by providing infrastructure that offers sustainable alternatives.
- Designed to provide access to sustainable modes including cycling and walking, public transport and car clubs;
- Planned to be integrated with enhanced cycling and walking routes, including the canal towpaths and the route towards New Islington Metrolink stop;

- Planned to include secure cycle storage and cycle hub facilities to encourage cycling as a primary mode of transport;
- Supporting the promotion of EVs where private car use is required, with EV charging infrastructure provided;
- Utilising the latest digital technology to help customers plan how they use transport through interactive systems to book car clubs, EV charging and cycle facilities;
- A hub for a local car club which encourages flexible car sharing/rental over car ownership, offering a range of vehicles to suit as many users as possible. Visible to users via digital means such as an app; and
- A hub for parcel deliveries including smart parcel lockers, with last mile deliveries to be arranged via electric vehicles or cargo cycles.

Some of these features, when applied to park-and-ride sites outside the city centre, will help to evolve these sites into more rounded 'travel hubs'.

Preparing for the introduction of connected and autonomous vehicles

We will explore future opportunities for introducing connected and autonomous vehicles for travelling into the city centre. Hypothetical use cases for deployment of CAVs include:

- CAV corridors on radial routes into the city centre and sections of the Manchester Salford Inner Relief Route;
- Automated public transit CAVs to provide high frequency connections to/from rapid transit;
- First and last mile freight, utilising CAVs for the first and last mile delivery of freight in the city; and
- On demand CAV services.

Continued pilots of new technologies and support for innovation

We have successfully managed and rolled out a number of innovation pilots and trials in our city, such as the ground-breaking City Verve and IMOVE projects, where we have been able to learn more about people's responses to new technologies and innovations across the city centre.

We recognise the significant potential for new technologies to improve our city centre environment and will enter into discussion with innovators. Future transport innovations will be considered appropriate for trial and use in the city context if they adhere to the following requirements (when applicable):

- Helping people flexibly plan and make journeys by providing real-time, integrated transport data and information;
- Supporting a more integrated travel network by developing new, sustainable modes of travel and ways to access these modes;
- Supporting more integrated fares and ticketing products through systems like Mobility as a Service;
- Improving the experience of using the city's streets, spaces and public realm;
- Supporting our active travel agenda and encouraging people to make trips either by walking, cycling or sustainable modes;
- Contributing to efforts to reduce motor vehicle ownership and trips, helping to make streets cleaner by reducing transport related emissions; increasing the inclusivity and equitability of the transport system.

- Improving the efficiency of kerbside use and not increasing parking or loading space requirements; and
- Helping spread travel demand for both people and goods more evenly across the day.

Other initiatives planned as part of our future mobility and transport innovation work include:

- Use of e-ink passenger information displays at bus stops, currently being trialled on Oxford road, to provide real-time information to passengers
- Creating mobility hubs that provide a range of sustainable travel modes, such as electric vehicles, at locations that enable greater intermodal connectivity.
- Using computer vision cameras, artificial intelligence and 5G communications on Smart Junctions to optimise traffic flow, reduce journey times and ease congestion, while giving greater consideration to more sustainable modes like walking and cycling, micromobility and public transport
- Deploying smart city technology that will build on increasing digital connectivity provided by the Local Full Fibre Network and 5G coverage
- Trialling new technologies that depend on this connectivity, such as high-speed public Wi-Fi, asset monitoring, and paving the way for connected and autonomous vehicles
- Using machine learning and real-time imaging to monitor the transport network in real-time, providing greater insights to improve network management and efficiency, as well as responding proactively to people's needs while travelling.
- Using app based technology to make travel easier for those with visual impairments.
- Trials of e-scooters and supporting central government policy development for their future legalisation, giving consideration to how they could be used in Greater Manchester to increase first and last mile connectivity and encourage the use of more sustainable modes for short trips.
- Continuing to 'open up' data – projects such as GMDataHive will make data such as real time traffic flows, average speeds etc. available to developers for apps etc.



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Delivery and funding

Our future transport interventions set out in this document need to focus on tackling climate change and reducing carbon, creating cleaner air, tackling social exclusion, supporting the health and economic recovery from the Covid-19 pandemic and helping to deliver the planned growth in the city centre. We are planning to focus on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. The proposals identified within this strategy are at different stages of development, they include:

- Committed interventions – these are interventions that have significant funding allocated, and the case for change has already been demonstrated, although final funding arrangements and approval of the business case may still be needed;
- Proposals for which we aim to complete a business case in the next five years – these interventions are those with potential to be delivered by 2025 subject to prioritisation, funding and approval of a business case which demonstrates value for money; and
- Proposals at option development stage – these are interventions which need further investigation or development in order to identify future options and determine impact and feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most will more likely be delivered over longer-term timescales beyond 2025. They are included in this document as we believe they form key interventions to support the future growth of the city centre.

Committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Map 1 and in the tables below.

In the next five years, we are committed to delivering...

Interventions	Theme
Retrofitting buses and electric bus fleet investment	Our Bus
Additional Metrolink vehicles (27 new trams)	Our Metrolink
Metrolink reliability, capacity and service improvements	Our Metrolink
Intelligently investing in timely renewals across all Metrolink assets	Our Metrolink
Central Manchester Rail Network Enhancements (including Castlefield corridor, platforms 15/16 and Oxford Rd Station)	Our Rail
Salford Central station upgrade	Our Rail
Trans-Pennine Route upgrade electrification to Stalybridge	Our Rail
Delivery of HS2	Our Rail
Albert Square redevelopment	Our Streets
City Centre North West: New Bailey	Our Streets
Northern Quarter Cycle Way scheme	Our Streets
Chapel Street East cycling scheme	Our Streets
Manchester to Chorlton cycle route	Our Streets
Rochdale Canal towpath upgrade	Our Streets
Northern and Eastern Gateway Bee Network in Ancoats and New Islington	Our Streets
Salford City Centre Package	Our Streets
City Centre Triangle (Active Travel Fund)	Our Streets
Priority Corridor 1 (A34 New Bailey Street/Bridge Street/Princess Street/Upper Brook Street)	Our Streets
A57 Regent Rd KRN Carriageway resurfacing	Our Streets
Salford University scooter pilot	Our Integrated Network
EV charging points (early expansion)	Our Integrated Network
Smart, integrated ticketing	Our Integrated Network
Innovation pilots and trials of new technologies	Our Integrated Network

In the next five years, we aim to complete business cases for early delivery of...

Interventions	Mode Theme
Bus Reform Assessment and Implementation (if approved) in Greater Manchester	Our Bus
Bus routing, services and interchange improvements	Our Bus
Streets for All & QBT (A6 Manchester – Little Hulton)	Our Bus
Streets for All & QBT (A6 Manchester–Stockport College)	Our Bus
S4A & QBT (MediaCityUK–Salford Crescent)	Our Bus
Manchester Northern Gateway bus corridor / M62 North-East Corridor express bus corridor	Our Bus
Streets for All & bus corridor upgrade (A56 Manchester–Bury)	Our Bus
S4A & bus corridor upgrade (A57 Manchester–Hattersley)	Our Bus
Improve Piccadilly-Victoria Metrolink frequency	Our Metrolink
Station Accessibility Improvements	Our Rail
Delivering the Manchester Piccadilly HS2 Growth Strategy (early interventions and powers)	Our Rail
Piccadilly Gardens improvements	Our Streets
Improved wayfinding, pedestrian links and public realm in the city centre	Our Streets
Implementation of the City Centre Car Parking Strategy	Our Streets
Oxford Rd corridor area public realm and wayfinding improvements	Our Streets
Establishing a 20mph zone in the city centre	Our Streets
Enhanced major walk routes in the city centre	Our Streets
Expanding our pedestrian priority areas across the city centre	Our Streets
Pedestrian crossing improvements	Our Streets
Streets for All: Deansgate - Phase 1	Our Streets
Streets for All: Deansgate - Phase 2	Our Streets
Streets for All: Whitworth St	Our Streets
Development of the city centre cycle wheel	Our Streets
Bike hire scheme: Phase 1	Our Streets
Future City Centre Streets for All Corridor Measures	Our Streets
Implementation of GM Freight & Logistics Strategy	Our Integrated Network
Clean Air Plan Measures	Our Integrated Network
Park-and-Ride / Travel hubs outside the city centre	Our Integrated Network
Expanding our electric vehicle charging network	Our Integrated Network
Expansion of car clubs to city centre residents	Our Integrated Network
Ancoats Mobility Hub	Our Integrated Network

In the next five years, we will develop options for...

Interventions	Theme
Improving Metrolink capacity and reliability	Our Metrolink
Connection between MediaCityUK – Salford Crescent	Our Metrolink*
Connection between Salford Crescent – Inner Salford – City Centre	Our Metrolink*
Metro/tram-train, potentially including a tunnel under the city centre	Our Metrolink
Delivering the Manchester Piccadilly HS2 Growth Strategy	Our Rail
Delivery of the NPR vision and rail conditional outputs	Our Rail
Streets for all: wider city centre roll out	Our Streets
Salford Crescent Masterplan Access Package	Our Streets

*other modes will also be considered

Summary of Key Priorities and Actions

We are planning to focus our transport investment on walking, cycling and public transport networks; combined with more welcoming, people-friendly streets and public spaces; better integrating our existing transport system; and developing major sustainable transport schemes. We believe this approach will enable us to tackle climate change and reduce carbon, creating cleaner air, tackle social exclusion, support the health and economic recovery from the Covid-19 pandemic and deliver the planned growth in the city centre

Further details on the interventions and programmes to deliver what is set out in this Strategy will be set out in a series of reviews and action plans. Our priorities for action in the next five years include:

- Implementing bus routing and terminus provision improvements including measures to support service changes, such as more cross city services, proposals in the Piccadilly Gardens area, better use of Shudehill and a potential new interchange at Piccadilly Station;
- Developing and delivering Streets for All in the city centre through expanding pedestrian priority zones, improved walking routes and crossing points while maintaining good access for buses, bikes, servicing and delivery vehicles and disabled access. Key proposals include Piccadilly Gardens, Deansgate, Whitworth Street and Princess Street.
- Developing and delivering active travel investment that builds on the existing MCF programme and delivers the bike hire scheme, supporting people to travel into and within the city centre - removing barriers to walking and cycling.
- Corridor improvements that support more people travelling into the city centre by bus and active travel and support the safe and efficient movement of delivery and servicing vehicles, such as on A6 / Chapel St. Recognising that different corridors have different movement roles and requirements alongside the need to provide continuous networks as people travel from one place to another.
- Delivering Clean Air Plan interventions including Electric buses and vehicle charging infrastructure alongside investigating a ULEZ for the city centre.
- Investigating potential tram-train services, a rapid transit connection to Salford Crescent and a tunnel under the city centre as part of a potential metro network for delivery in the longer term
- Reliable and higher capacity rail services in advance of infrastructure improvements to the current central Manchester network and HS2 and NPR, working with rail industry partners.

- Piccadilly station area planning for an integrated hub station with HS2/NPR that recognises the highly accessible location and the need for connectivity to the wider city centre area, integrating with transport networks that supports the vision, aims and ambitions of this strategy.
- Developing Future Transport and Shared Mobility priorities through identifying opportunities to support transport technologies that will help deliver this Strategy and in particular, reduce car dependency and deliver environmental benefits.
- Ensuring new developments support sustainable travel and are integrated with the rest of the city centre.
- Continuing to engage and consult with residents, workers, businesses, transport operators, partner organisations and stakeholder groups as we deliver this Strategy. Any projects that will lead to significant and permanent changes to the form or function of the streets in the city centre and wider area will undergo full but proportionate assessment. Impact assessments, including Environmental Impact Assessments and Equality Impact Assessments, will be conducted for all relevant projects and proposals. These will test options and ensure benefits are maximised and any potential negative impacts are clearly identified and mitigated.
- The Delivery Plan elements of the Strategy will be reviewed on an annual basis as part of the wider Greater Manchester Transport Strategy 2040 Delivery Plan review.

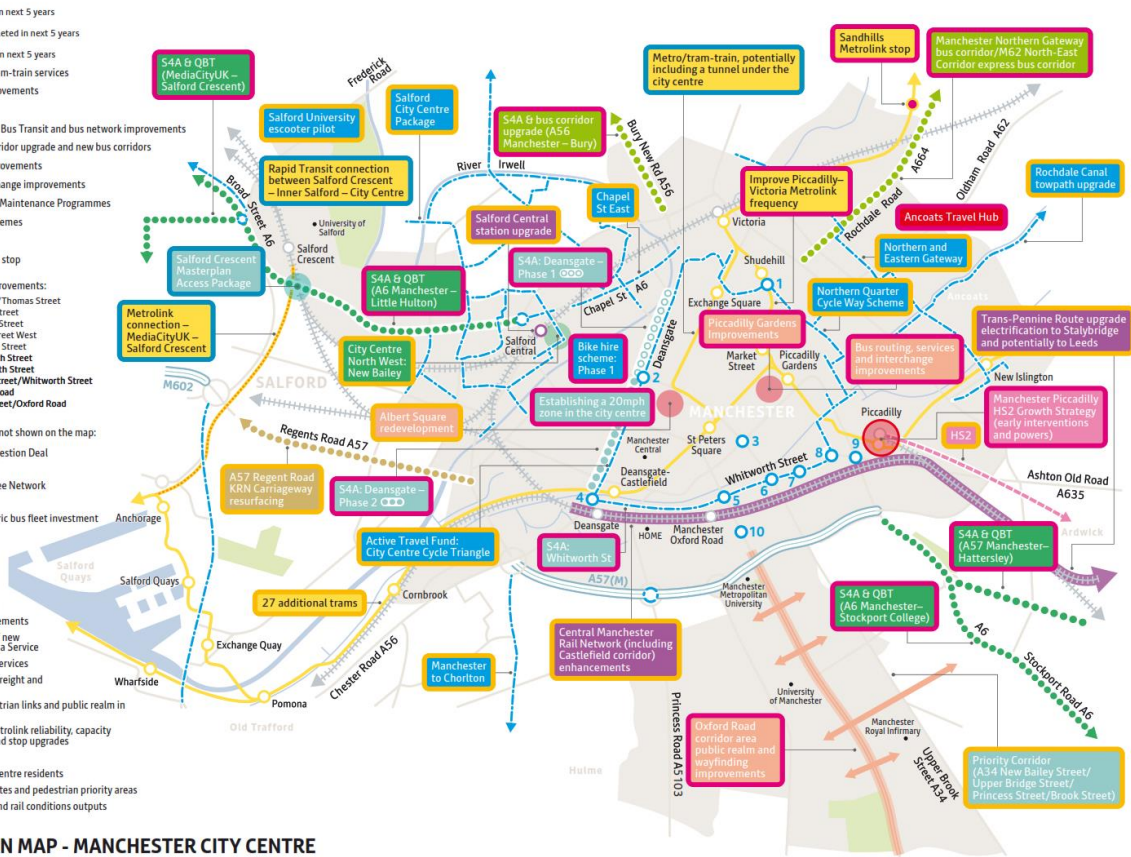
City Centre Delivery Map

(NOTE – page to be replaced by PDF A3 Map)

- Committed to delivering in next 5 years
- Business case to be completed in next 5 years
- Options to be developed in next 5 years
- Metrolink and Metro/tram-train services
- Rail infrastructure improvements
- High speed rail
- Streets for All & Quality Bus Transit and bus network improvements
- Streets for All & bus corridor upgrade and new bus corridors
- Local road network improvements
- Public realm and interchange improvements
- Asset Management and Maintenance Programmes
- Cycling and Walking Schemes
- Travel Hubs
- Potential new Metrolink stop

- Pedestrian crossing improvements:**
- 1 Nicholas Croft/Shudehill/Thomas Street
 - 2 Deansgate/John Dalton Street
 - 3 Portland Street/Princess Street
 - 4 Deansgate/Whitworth Street West
 - 5 Oxford Street/Whitworth Street
 - 6 Princess Street/Whitworth Street
 - 7 Sackville Street/Whitworth Street
 - 8 Aytoun Street/Fairfield Street/Whitworth Street
 - 9 Fairfield Street/London Road
 - 10 Charles Street/Hulme Street/Oxford Road

- Other strategic interventions not shown on the map:**
- Implementation of the Congestion Deal
 - Smart, integrated ticketing
 - Further investment in the Bee Network
 - Clean Air Plan measures
 - Retrofitting buses and electric bus fleet investment
 - EV Charging Points
 - Implementation of the city centre car parking strategy
 - Streets for All network improvements
 - Travels Hubs/Park and Ride
 - Station accessibility improvements
 - Innovation pilots and trial of new technologies eg. Mobility as a Service
 - Improvements to local bus services
 - Implementation of the GM Freight and Logistics Strategy
 - Improved wayfinding, pedestrian links and public realm in the city centre
 - Interventions to improve Metrolink reliability, capacity and service improvements, and stop upgrades
 - Reform of the bus market
 - Expanding car clubs to city centre residents
 - Enhanced major walking routes and pedestrian priority areas
 - Delivery of the NPR vision and rail conditions outputs



DELIVERY PLAN MAP - MANCHESTER CITY CENTRE

Subject to funding and business case approval

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Funding

Note – statement to be added

DRAFT

Measuring performance

Performance indicators

We will ensure we track the progress of our strategy against each of the ambitions. We will do this by analysing relevant data, information and surveys and recording progress towards demonstrating if we are achieving our ambitions or not. The table in Appendix A sets out at a high level how we will measure the success of our strategy. We are aiming for a year-on-year improvement in performance indicators developed for the City Centre Transport Strategy.

Performance indicators also feature in the Greater Manchester Strategy and the 2040 Greater Manchester Transport Strategy. The most relevant customer facing and operational performance indicators from the Greater Manchester Transport Strategy 2040 for the City Centre Transport Strategy are shown in Appendix A. We will therefore ensure that our monitoring programme is integrated with the monitoring of other wider strategies. All KPIs will be kept under review to ensure their continuing relevance, and we will exploit technological opportunities for new forms of data collection to provide insights and experience of progress not previously available.



GREATER MANCHESTER COMBINED AUTHORITY

Date: 26th March 2021

Subject: The Mayor's Cycling and Walking Challenge Fund (MCF)

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

PURPOSE OF REPORT:

To note and approve the funding requirements set out in the following report, in order to ensure the continued delivery of the Mayor's Challenge Fund programme for Walking and Cycling.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the agreed MCF delivery priorities across GM and the prioritised first phase for the programme, as set out in Appendix 1;
2. Approve the release of up to £2.74 million of development cost funding for the 3 MCF schemes set out in section 2 of this report; and
3. Approve the release of up to £2.1 million MCF funding for Wigan's Victoria Street and 'Road to Wigan Pier' schemes, in order to secure full approval and enable the signing of a delivery agreement, as set out in section 3 of this report.

CONTACT OFFICERS:

Steve Warrener

Director of Finance and
Corporate Services

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Equalities Implications:

The City Centre Transport strategy is a sub-strategy to the Greater Manchester Transport Strategy 2040 documents which aim to contribute to delivering sustainable economic growth, improve quality of life and protect the environment. The original GM Transport Strategy 2040 was the subject of an Integrated Assessment which includes an Equalities Assessment. In addition, an EQIA is being undertaken on the CCTS.

Climate Change Impact Assessment and Mitigation Measures –

The Mayor’s Cycling and Walking Challenge Fund programme has been designed to support and expedite delivery of a network which is designed to facilitate a switch from a mechanised mode to walking or cycling, which will see a reduction in both local pollutants and greenhouse gases. By 2040 130,000 daily trips are expected to switch to cycling and walking from private car and taxi use. This equates to around 735,000 less vehicle kilometres being driven per day, with the resultant environmental benefits.

Risk Management:

The recommendations of this report will directly support MCF scheme delivery and enable prioritised infrastructure spend. This will directly assist in mitigating the programme risk of not fully expending the available budget. A programme risk register is maintained and updated by the TfGM MCF programme team.

Legal Considerations:

Legal Delivery Agreements and legal side-letters will be produced and implemented for full scheme and development cost approvals as appropriate.

Financial Consequences – Revenue:

Revenue consequences are set out in paragraphs 2.5, 2.6 and 3.3 – 3.7.

Financial Consequences – Capital:

Financial consequences are set out in paragraphs 2.5, 2.6 and 3.3 – 3.7.

Number of attachments to the report: No attachments

Comments/recommendations from Overview & Scrutiny Committee

BACKGROUND PAPERS:

- 29 March 2018 – Transforming Cities Fund report to GMCA
- 25 May 2018 – Cycling & Walking Update
- 29 June 2018 – Transforming Cities Fund report to GMCA
- 27 July 2018 – Transforming Cities Fund report to GMCA
- 28 September 2018 – Mayor’s Cycling & Walking Challenge Fund
- 29 March 2019 – Mayor’s Cycling & Walking Challenge Fund
- 28 June 2019 – Mayor’s Cycling & Walking Challenge Fund
- 29 November 2019 - Mayor’s Cycling & Walking Challenge Fund
- 05 May 2020 – Mayor’s Challenge Fund Update and Prioritisation
- 26 June 2020 – Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 31 July 2020 – Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 02 September 2020 – Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 25 September 2020 – Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 30 October 2020 - Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 27 November 2020 - Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 18 December 2020 - Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 29 January 2021 - Mayor’s Challenge Fund Cycling and Walking Financial Approvals
- 12 February 2021 - Mayor’s Challenge Fund Cycling and Walking Financial Approvals

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

<p>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?</p>	<p>No exemption.</p>	
<p>GM Transport Committee</p>	<p>Overview & Scrutiny Committee</p>	
<p>GM Transport Committee</p>	<p>Overview & Scrutiny Committee</p>	

1. INTRODUCTION

- 1.1 On 29 March 2018, GMCA agreed to allocate £160 million of Greater Manchester's £243 million Transforming Cities Fund (TCF) to develop a Mayor's Cycling and Walking Challenge Fund (MCF).
- 1.2 The fund is being used to deliver the first phase of the Bee Network, which is the walking and cycling element of the Our Network plan to transform Greater Manchester's transport system. The Bee Network, once complete, will cover circa 1,800 miles and be the longest, integrated, planned network in the country connecting every neighbourhood of Greater Manchester. The initial network plan was contained in Greater Manchester's cycling and walking infrastructure proposal (adopted by GMCA in June 2018), as part of a GM Streets for All highways improvement programme.
- 1.3 On 29 June, 28 September, 14 December 2018 and 29 March, 28 June, 29 November 2019, GMCA sequentially approved Tranches 1 to 6 of the Mayor's Cycling and Walking Challenge Fund, granting schemes Programme Entry. In total this comprised 82 cycling and walking schemes with a forecast MCF funding requirement of £358.5 million, and a forecast overall value of £492.7 million, including local contributions. This figure excludes Programme Management costs and the forecast costs of the GM Bike Hire scheme.
- 1.4 Following the over-programming of the MCF and the creation of an infrastructure pipeline, on the 5 May 2020 GMCA approved the first phase of Bee Network delivery, based on identified District priorities. This phase has a forecast value of £216.5 million. Details of the schemes contained within this phase can be found at Appendix 1.
- 1.5 The £216.5million includes the current forecast costs of the GM Bike Hire scheme and allowances for programme management costs. The additional c£66.5 million of funding required to deliver the overprogrammed element of the first phase of the Bee Network delivery will be sought from a combination of the additional funding announced in the recent Spending Review for Active Travel in 2021/22 over and above the (Emergency) Active Travel Fund and from other sources including the IntraCity Transport funding for Combined Authority areas that was also announced in the Spending Review.
- 1.6 This paper recommends funding approvals associated with the ongoing implementation of the Bee Network through the Mayor's Cycling and Walking Challenge Fund, and includes funding approvals for both scheme development costs and full scheme delivery. This is intended to be a monthly funding approval paper in support of MCF programme delivery.

2 MCF DEVELOPMENT COST APPROVAL

- 2.1 Over the last 2 years, TfGM has been working closely with scheme promoters to set up and progress the projects in line with the agreed governance arrangements, in particular those agreed on 25 May 2018 and continues to utilise TfGM's established Cycling & Walking Infrastructure Support Team to provide collaborative support to Local Authority partners.
- 2.2 Following Programme Entry, Local Authority partners can proceed with the development of their schemes, including progressing the necessary powers and consents, prior to obtaining either Conditional Approval and/or Full Approval of their scheme Business Cases.
- 2.3 Under MCF governance, once a scheme has secured Programme Entry, scheme promoters submit a development cost budget request signed off by the relevant Section 151 officer. Once agreed, this provides the confidence that all reasonable development costs through to the next approval stage (either Outline or Full Business Case) will be funded.
- 2.4 The funding for these development costs is available to support Districts in securing the necessary support and resources to carry out the work involved in scheme delivery from business case development, design, consultation, community engagement through to procurement and delivery.
- 2.5 Details of the schemes for which Development Cost funding approval is sought, is set out below. These forecast development costs have been submitted to TfGM and reviewed and signed off by the MCF programme team.
- **Manchester Cycleway** will refurbish and upgrade 20 year-old greenway paths (including the Fallowfield Loopline) along a section of disused railway line and canal towpath to achieve Bee Network standards. The scheme will provide a safe space for people to enjoy local nature and wildlife spots, as well as providing for longer, strategic cycling and walking trips. The scheme was granted MCF Programme Entry by the GMCA on 29 November 2019 and has a development cost funding ask of £1,183,863.
 - **Metrolink Bury Line Cycle Parking** will improve cycle storage facilities at 9 Metrolink stops on the Bury line (Queens Road to Radcliffe inclusive). Deliverables include the replacement of existing cycle storage infrastructure with new cycle shelters and improved wayfinding, lighting and significant improvements in CCTV coverage. The project aims to provide consistent, high quality facilities across the stops and promote the use of cycling to access the Metrolink network. The scheme was granted MCF Programme Entry by the GMCA on 29 June 2018, and has a development cost funding ask of £249,512.
 - **Greater Manchester Bike Hire** will deliver a region wide public bike hire scheme through the appointment of a supplier to install, operate and

maintain the scheme. The first phase of the scheme will be rolled out across the Regional Centre. The scheme received MCF Programme Entry through Tranche 4 on 29 March 2019 and has a total development cost ask from the MCF of £1,306,000. This request follows a prior development funding approval of £937,000 in June 2020, and this phased ask has the effect of increasing that sum to the full development cost budget value by means of an additional £369,000 in order to finalise the procurement exercise.

- 2.6 These 3 schemes in total represent a combined development cost budget ask from the MCF of £2,739,375. Their approval would result in a total of 67 MCF schemes having received development cost budget approval, with a combined development cost budget of £37.2 million.

3 MCF FULL SCHEME APPROVAL

- 3.1 Having previously received MCF Programme Entry, delivery of the **Wigan Victoria Street** and **Road to Wigan Pier** schemes is now recommended for Full Approval, requiring a total MCF contribution of £2,092,911. Full Approval will enable the release of delivery funding via legal delivery agreements.
- 3.2 These schemes were subject to a full business case review, undertaken by the MCF and Growth Deal Programme Teams, which concluded that the schemes fulfil the required five-case criteria (Strategic, Economic, Management, Financial and Commercial). This recommendation was endorsed by the Cycling and Walking Programme Board and was subsequently reported to the GM Cycling and Walking Board via written procedures.
- 3.3 The Wigan Victoria Street scheme has an MCF Funding ask of £1,582,911. The scheme extends 2-way segregated cycleway from the recently upgraded Saddle Junction (delivered through the CCAG2 programme) up to Alexandra Park. It will form the third of four sections of the Wigan to Ashton in Makerfield segregated cycleway which is to be delivered during 2021. This particular section includes 0.5km of protected cycle lanes, a protected junction, a bus stop bypass, new signalised crossing and a package of side road treatments.
- 3.4 The scheme has a total forecast cost of £1,582,911, which is sought from MCF funding.
- 3.5 The Road to Wigan Pier scheme has an MCF funding ask of £510,000, as part of a total scheme cost of £1.9 million, with the balance of £1.39 million being funded through the Growth Deal Programme.
- 3.6 The Road to Wigan Pier scheme represents Phase 2 of the much larger Wigan Standish to Ashton scheme. This Phase 2 scheme includes 0.5km of protected two-way cycle lanes, enhanced pedestrian and cyclist crossing facilities and public realm improvements between Wigan Town Centre and the Wigan Pier

regeneration area. This phase is being brought forward in its own right to align with Growth Deal timeframes.

- 3.7 Full Approval of these two schemes would result in a total of 23 MCF work packages having secured full funding approval, with an associated total committed value of £43.5 million of MCF funding.

4 RECOMMENDATIONS

- 4.1 The recommendations are set out at the front of the report.

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

Appendix 1: MCF Prioritised Schemes

Schemes to be Delivered – in full or in part

Tranche 1
Bolton: B6226 Chorley New Road
Bury: Metrolink Bury Line – Cycle Parking
Bury: New and Upgraded Crossing Points and Junctions
Manchester: Manchester to Chorlton
Oldham: King Street foot/cycle bridge
Oldham: Union Street West foot/cycle Bridge
Rochdale: Castleton Local Centre Corridor
Salford: SBNI – A6 Broad Street / B6186 Frederick Road
Salford: Chapel Street East Phase 1: Demonstrator Project
Stockport: Gillbent Road – Crossing Upgrade
Tameside: Tameside Active Neighbourhoods
Trafford: A5014 Talbot Road
Wigan: Victoria Street/Warrington Road Junction Improvements
Tranche 2
Salford: Swinton Greenway
Stockport: Hazel Grove Access Upgrades
Trafford: Talbot Road A56 Chester Road
Wigan: Standish Mineral Line
Tranche 3
Salford: Trafford Road
Wigan: Toucan Crossings – Wigan Central
Tranche 4
GM: GM Bike Hire
Manchester: Levenshulme Mini Holland
Manchester: Mancunian Way/Princess Parkway Junction
Manchester: Rochdale Canal Bridge 88-80a
Manchester: Route 86 (Northern Quarter)
Rochdale: Castleton Town Centre Phase 2
Salford: Barton Aqueduct
Stockport: A6 MARRR Links
Stockport: Bramhall Park to A6
Stockport: Crossings package
Stockport: Heatons Cycle Link
Stockport: Interchange
Stockport: Ladybrook Valley

Appendix 1: MCF Prioritised Schemes – continued

Tameside: Crown Point
Trafford: Wharfside Way
Wigan: Leigh Atherton Tyldesley
Tranche 5
Bolton: Town Centre Phase 1 (East)
Bury: Fishpool
GM: Active Neighbourhoods Support
GM: Safety Camera Digitisation and Upgrade
Manchester: Northern and Eastern Gateway
Salford: City Centre Package
Salford: RHS Links
Stockport: Heaton Norris Park Bridge
Stockport: Hempshaw Lane
Tameside: Ashton South
Tameside: Ashton Streetscape Scheme
Trafford: Sale - Sale Moor - Sale Water Park
Trafford: Urmston Area Active Neighbourhood
Wigan: Standish to Ashton
Tranche 6
Bolton: Astley Bridge-Crompton
Bolton: Westhoughton Bee Network
Bury: Elton
Bury: Pimhole
Bury: Radcliffe Central
GM: Bee Network Crossings
Manchester: Beswick Filtered Neighbourhood
Manchester: Manchester Cycleway
Oldham: Chadderton Improvements
Oldham: Oldham Town Centre Improvements
Oldham: Park Road (NCN 626) Town Centre Connection
Oldham: Royton Town Centre Connection
Stockport: Romiley Neighbourhood and Links
Stockport: Thompson Street Bridge
Tameside: A57 Denton to Hyde
Trafford: North Altrincham Bee Network
Trafford: Seymour Grove

Appendix 1: MCF Prioritised Schemes - continued

Schemes for Development Only

Stockport: Welkin Road - Town Centre Severance Package
Tameside: Ashton West Retail Centre Link Bridge
Oldham: Park Bridge (NCN 626) – Ashton under Lyne
Manchester: Oldham Road (Inner Radial)
Stockport: Heatons WRH
Salford: Trinity Way/Springfield Lane Crossing
Salford: Monton Town Centre
Salford: Ordsall Filtered Neighbourhood
Salford: Liverpool Street Corridor

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GREATER MANCHESTER COMBINED AUTHORITY

Date: 26 March 2021

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

Report of: Andy Burnham, Mayor of Greater Manchester, and Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

PURPOSE OF REPORT:

The purpose of this report is to provide the Combined Authority with an overview of progress on the delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3), to ensure full Growth Deal grant spend by March 2021.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note that the Local Growth Deal Programme is on target to achieve full Growth Deal grant spend by 31 March 2021;
2. Note the progress made in relation to the Growth Deal Transport Major Works programmes;
3. Note the progress made in relation to the Growth Deal Transport Minor Works and Additional Priorities programmes; and
4. Note the progress made in relation to the Non-Transport Skills Capital and Economic Development & Regeneration (ED &R) programmes.

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Phil Havenhand	07818046368	phil.havenhand@tfgm.com

Equalities Implications:

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

Climate Change Impact Assessment and Mitigation Measures:

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

Risk Management:

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

Legal Considerations:

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

Financial Consequences – Revenue:

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

Financial Consequences – Capital:

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

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

None.

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

EXECUTIVE SUMMARY

- 1.1 This report sets out the progress made on the Local Growth Deal programme over the last six months, following the last update provided to the Combined Authority in September 2020. The report sets out progress on the Transport Majors, Minors and Additional Priorities and the Skills Capital and Economic Development & Regeneration (ED &R) Programmes (Growth Deal 1,2 and 3).

2. INTRODUCTION

- 2.1 The Local Growth Deal (LGF) 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, Additional Priorities, Skills Capital and Economic Development & Regeneration (ED &R) Programmes (Growth Deal 1, 2 and 3).
- 2.2 The Growth Deal Programme is in the final year of delivery, with all of the LGF grant now forecast to be spent by 31 March 2021, in line with the grant conditions.
- 2.3 The projects which remain to be completed beyond March 2021 will be funded by utilising non-Growth Deal funding. This will be achieved through using the local flexibility written into LGF under the 'Single Pot' principles following the GMCA approval of the introduction of additional projects into the LGF programme in July 2019 and July 2020. Recycled funding from these projects will be utilised to complete the full LGF programme.
- 2.4 This report provides an update in respect of the current position on, and recent progress in relation to, the various elements of the Growth Deal programme.

3. TRANSPORT MAJOR SCHEMES OVERVIEW

- 3.1 The Growth Deal Major Transport scheme programme is made up of fifteen schemes, delivered either by TfGM or Local Authority Partners.
- 3.2 Twelve of the Growth Deal schemes have progressed through Full Approval and are now in implementation (either in their entirety or on a phased Full Approval basis); with a further three schemes having secured Conditional Approval and now working towards the achievement of Full Approval.
- 3.3 Since the September 2020 update, the Oldham Town Centre Regeneration GD3 scheme has achieved Conditional Approval and phased Full Approval for the first package of works which is now on site.
- 3.4 Five Major schemes, Wigan Bus Station, MSIRR Regent Road/Water Street, Wigan A49 Link Road, Ashton Interchange and MSIRR Great Ancoats Street are now complete. Works are progressing on the Salford Bolton Network

Improvement Programme (SBNI), Stockport TCAP projects, Rochdale South Heywood Link Road, A5063 Trafford Road scheme (Salford), Oldham Town Centre Regeneration/Accessible Oldham and the final element of the Metrolink Service Improvement Package. Advance works are progressing on the Wigan M58 Link Road and Stockport Mixed Use Development schemes. Salford Central Station and Carrington Relief Road are in the final stages of development prior to moving into delivery.

4. INDIVIDUAL TRANSPORT SCHEMES UPDATE

- 4.1 Work to deliver 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 Full Approval and funding in July 2020 in line with the agreed Growth Deal governance arrangements. The main works started on site in September 2020 and the Growth Deal elements of the works are expected to be completed by spring 2022.

Wigan Gateway A49 Link Road

- 4.3 The scheme was granted Full Approval and funding in February 2018 in line with the agreed Growth Deal governance arrangements. The scheme is now complete and was opened to the public on 26 June 2020.

Salford Central Station Additional Platforms

- 4.4 An initial redevelopment scheme for Salford Central was granted Conditional Approval in June 2016 in line with the agreed Growth Deal governance arrangements. However, in September 2016 GMCA requested the development of a revised scheme that would safeguard future rolling stock extensions and timetabling development with an associated 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 new operational platforms 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 a set of preferred infrastructure options to be taken forward for further design and development work. These options are now being progressed through the Network Rail Governance for Railway Investment Projects.
- 4.6 Network Rail has advised that the development of an advanced Network Rail renewal scheme on platforms 1 and 2 is underway, with an expected start on site in 2022.

MSIRR Improvements – Regent Road / Water Street

- 4.7 The scheme was granted Full Approval and funding in June 2018, in line with the agreed Growth Deal governance arrangements. The works were completed in January 2020.

MSIRR Improvements – Great Ancoats Street

- 4.8 The scheme was granted Full Approval and funding in October 2019, in line with the agreed Growth Deal governance arrangements. The works were substantially completed in February 2021.

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. In July 2020 GMCA granted approval of £1.9 million of Growth Deal 3 funding to facilitate the delivery of an advanced works package, including utility diversions and accommodation works, and these works are progressing well. Complexities in agreeing an appropriate design solution for the Network Rail structure affected by the link road have impacted the timescales for delivery. The Council has appointed technical experts to progress the detailed design of the scheme. A Full Approval Business Case will be submitted once the necessary powers and consents have been obtained, currently scheduled for spring 2022.

Wigan Bus Station

- 4.10 Works for the new bus station commenced on site in July 2017 and the bus station was opened to the public in October 2018, two months ahead of schedule.

Stockport Town Centre Access Plan

- 4.11 The Stockport Town Centre Access Plan (TCAP) is one of a small number of large and / or complex Local Growth Deal schemes for which Ministers decided that DfT should retain approval oversight.
- 4.12 The scheme is being delivered in three phases and Full Approval is in place for all phases of scheme.
- 4.13 All TCAP projects are being delivered under Stockport Council's STaR (Stockport Trafford and Rochdale) Alliance Framework, with the exception of one scheme at Travis Brow. The value and nature of the Travis Brow scheme required it to be procured through alternative arrangements and this was awarded through the Highways England Collaborative Delivery Framework in autumn 2017. The Travis Brow scheme is now complete and open to traffic, cyclists and pedestrians.
- 4.14 Works for the TCAP programme as a whole commenced on site in April 2015 and to date, 46 works packages have been completed and construction is progressing well on 2 further works packages. Wayfinding for the whole TCAP programme is also currently being rolled out. One work package is currently

at the final design development stage. All Growth Deal works packages will be completed by the end of March 2021.

Ashton-under-Lyne Interchange

- 4.15 The scheme was granted Full Approval and funding in February 2017 in line with the agreed Growth Deal governance arrangements. The new interchange scheme is now complete and was opened to the public in August 2020.

Stockport Mixed Use and Interchange

- 4.16 Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.
- 4.17 A further Gateway Review to assess the subsequently developed Mixed Use scheme was concluded in late 2019 and, in turn, approved in line with the agreed Growth Deal governance arrangements in May 2020.
- 4.18 Full Approval for the scheme was granted in July 2020 to enable a staged series of contractual commitments to be entered into with the Main Contractor; noting that a further independent health check will be undertaken once the design and associated costs have been finalised and prior to main works commencing on site in 2021.
- 4.19 Early highway related works associated with an advanced enabling works package to construct a temporary bus station on the site of nearby Heaton Lane car park have been completed, and the temporary bus station construction works are currently being progressed. These works are due for completion in summer 2021. In addition, a temporary Travel Shop has been created and is now operational within an existing unit within the Mersey Square shopping precinct. Further enabling works are planned to commence on the main site in due course in parallel to Full Business Case submission that is currently scheduled for summer 2021, ahead of Main Contract award, currently scheduled for autumn 2021.
- 4.20 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 are complete and the bridge has provided more flexibility, a greater level of resilience, helped to ease congestion and improved pedestrian access within the town centre.

Salford Bolton Network Improvement Programme

- 4.21 The Salford Bolton Network Improvements (SBNI) scheme is being delivered via a number of Delivery Packages (DP). Each package comprises a series of interventions which focus on improvements to junction layouts, pedestrian access provisions, bus priority measures and cycle infrastructure, all of which have been developed in collaboration with Salford City Council and Bolton Council.

- 4.22 The Conditional Approval business case for the Salford Bolton Network Improvement programme was approved, in line with the agreed Growth Deal governance arrangements, in February 2016. The SBNI delivery packages are being delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, as previously agreed.
- 4.23 Works on the Bolton Delivery Package 5 Phase 2 (Newport Street junction) were completed in winter 2020 whilst works on Bolton DP5 Phase 2 (Newport Street Interchange) are scheduled to start in spring 2021 and are currently scheduled for completion in summer 2021. Works on the Bolton DP 5 Phase 3 (St Peters Way junction) commenced in winter 2020 and are anticipated to be complete in summer 2021.
- 4.24 Works on the Salford Delivery Package 6 (Madams Wood Road) were completed in winter 2020 whilst works on Delivery Package 4 (Pendleton) and Delivery Package 3 (A666) are ongoing and are anticipated to be completed in summer 2021. Works are ongoing to finalise the development of the remaining reserve schemes within the programme with an overall programme completion currently forecast for spring 2022.
- 4.25 The status of all the delivery packages of work making up the SBNI programme is set out at Appendix A to this report.

Metrolink Service Improvement Package

- 4.26 Following the granting of Full Approval for this package of works in summer 2014, all of the 16 trams funded from the Growth Deal programme came into operational use in October 2016. With regards to the supporting infrastructure works associated with this package of improvements, the new wheel lathe has been installed in the Trafford depot and the new substations are operational. Work to install a new turn back at Sale commenced in January and is expected to be completed later this year.

A5063 Trafford Road Improvements

- 4.27 The scheme was granted Full Approval and funding in June 2020, in line with the agreed Growth Deal governance arrangements.
- 4.28 Salford City Council (SCC) contracted vegetation clearance works in January 2020 and a second package of enabling works commenced in June 2020 to carry out advanced utility diversion works, clearance of advertising units and installation of temporary CCTV for traffic monitoring/control.
- 4.29 SCC awarded the main works contract in July 2020, with access to site granted at the start of November 2020. The contractor has completed the management of the remaining utility diversion works and commenced full site clearance works. Work has also started to temporarily relocate traffic signal equipment to enable construction of the new junction configurations.
- 4.30 Works are currently programmed for completion in spring 2022.

Carrington Relief Road (Spur Extension)

- 4.31 The scheme was granted Conditional Approval in January 2020. The new road infrastructure is intended to relieve congestion on the A6144, the principal road serving the communities of Carrington and Partington and connecting to Sale and the M60 motorway, to enable further development to take place. Trafford Council is working with private sector partners to deliver these improvements as part of a wider scheme.

Oldham Town Centre Regeneration and Connectivity

- 4.32 Oldham Council has developed the programme for this Growth Deal 3 scheme, which 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, as previously agreed, and in line with the approach being adopted for Salford Bolton Network Improvement programme. Conditional Approval status has now been achieved for the full programme, and a mini-business case approved, subject to cost certainty, for the first of three works packages. The first package has been substantially delivered, with all work on all three schemes in the first package due to for completion on site in early April 2021. Mini business cases for the remaining two packages are being developed.
- 4.33 Oldham Council will be entering into a Strategic Partnership Agreement with a delivery contractor for the remaining works packages. This opportunity has been advertised and expressions of interest are currently being evaluated. The target date for an Agreement to be in place is the end of May with a view to work commencing on site in summer 2021 and being complete by spring 2022.

5. TRANSPORT MAJOR SCHEMES – FINANCIAL UPDATE

- 5.1 Claims for the reimbursement of expended costs from scheme promoters are being processed on an ongoing basis, in line with the agreed Major Schemes Capital Programme Guidance.
- 5.2 The previously approved arrangements for the cash flow of development work by scheme promoters are being kept under regular review and the quarterly Capital Expenditure Updates to the GMCA provide ongoing expenditure information in relation to these costs.
- 5.3 The monitoring of the financial position on the Growth Deal programme which takes places on an ongoing basis has identified a number of schemes with projected potential savings or overruns against the original budget. As the GMCA's Local Growth Deal budget is fixed, the ultimate cost risk is borne by the relevant scheme promoter, which is either GMCA, for TfGM promoted schemes, or the relevant Local Authority. The agreed arrangements for

dealing with these savings and cost overruns are being progressed, as set out in previous reports.

- 5.4 Work has continued with scheme promoters to ensure schedules and financial forecasts are regularly reviewed, and that risks and issues are identified and mitigated. As a result, the Major schemes programme is forecast to fully spend the remaining grant within the Growth Deal funding period to 31 March 2021. The projects which remain to be completed beyond March 2021 will be funded by utilising non Growth Deal funding as set out in paragraph 2.3.

6. ADDITIONAL PRIORITIES AND MINOR WORKS

- 6.1 The Growth Deal 1, 2 and 3 Minor Works initiatives are being delivered by the 10 GM Local Authorities and the Growth Deal “Additional Priorities” initiatives are being delivered by TfGM.
- 6.2 The Minor Works programme is a package of 59 highways, public realm, cycling, walking and associated measures; with the identified interventions being very much focused on supporting economic growth. The Additional Priorities programme of 15 initiatives focuses on rail, bus and Metrolink passenger improvements, multi-modal ticketing and highways (SCOOT / MOVA) enhancements.
- 6.3 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 in March 2020, a further 5 mini-business cases have been submitted for review and have been approved by GM Transport Strategy Group (TSG). This means that 55 of the 59 Minor Works schemes now have an approved mini business case. TfGM will continue to work with scheme promoters with a view to securing TSG approval of the remaining mini-business cases at the earliest opportunity.
- 6.4 As previously reported, the focus of the TfGM-sponsored “Additional Priority” initiatives are centred around Rail / Metrolink passenger improvements, multi-modal ticketing, bus passenger facilities and highways key route network resilience.
- 6.5 A number of “Additional Priority” initiatives, in particular those related to Metrolink and Rail, have progressed to delivery stage. Full Funding Approval for 12 of the 15 “Additional Priorities” schemes have been achieved. The remaining schemes are currently in development and progressing well.
- 6.6 The Additional Priorities and Minor Works programme is forecast to fully spend the remaining grant within the Growth Deal funding period to 31 March 2021. The projects which remain to be completed beyond March 2021 will be funded by utilising non Growth Deal funding as set out in paragraph 2.3.

7. NON TRANSPORT UPDATE

7.1 GMCA's Skills Capital 2017-2020 Programme has now completed its commissioning. The £79 million programme has now been allocated to 14 FE Capital projects, seven of which have now been completed and seven of which are in delivery. All projects are expected to have completed or made significant progress towards completion by the end of March 2021 and we have an established programme monitoring function in place to monitor the agreed outputs of our investments for the next 3-5 years, following completion.

7.2 Skills Capital delivery highlights to date include:

- Completion of an Advanced Skills Centre for Tameside College located within the Tameside one shared service centre, which was shortlisted for the GM Chamber of Commerce Building of the Year award in 2019.
- The creation of Future Skills 3, Salford City College based at Media City.
- Refurbishment of Wigan & Leigh College Pagefield and Leigh campus to create centres of excellence in Engineering, Construction, Digital and Creative.
- Tameside College Construction centre, The Manchester College City Centre Campus Digital & Creative centre and Oldham College's Construction centres are all in delivery and making good progress for 2021/22 opening with construction scheduled to be completed on Oldham College by the end of March 21.
- Work is also progressing on Bury College's health innovation STEM centre and on the 2 final round 3 projects, Hopwood Hall Engineering Centre and Bury College improvements.

7.3 Economic Development & Regeneration (ED & R) Projects includes a portfolio of 13 varied projects such as University capital projects, Life Sciences, Productivity Programme, Cyber Innovation Hub, housing and commercial business investment. All of these projects will attract significant match funding and create jobs and growth in the region. All projects are now contractually committed and expected to complete or make significant progress by the end of March 21.

7.4 ED & R Delivery highlights to date include

- investment in equipment at the University of Manchester Graphene Engineering Innovation Centre (GEIC) to support industry led development of graphene applications in partnership with academics.
- Manchester Metropolitan University's ground breaking School of Digital Arts (SODA) that will bring together art and design with technology and computing all under one roof and is scheduled to open in Sept 2021.

- The University of Manchester's Christabel Pankhurst Centre that will be investment in the development of advanced health materials, digital technology and precision medicine; the virtual Institute was officially launched in January 2021.
- Investment into a new Cyber Innovation Centre based in Manchester City Centre which will capitalise on the city's opportunities in this sector and bring businesses together.

7.5 The Life Sciences investments continues to deliver creating jobs and enabling ventures in this field. Growth Company's Productivity Programme is creating growth and jobs for GM business, and to date has supported over 2300 enterprises and created more than 900 jobs.

7.6 Monitoring of the LGF non transport projects is ongoing with 2021 being a key year for completion of some major capital projects.

8. RECOMMENDATIONS

8.1 Recommendations are set out at the front of this report

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

Appendix A

SBNI individual Delivery Package current status

Bolton Delivery Packages	Scope	Status
DP 1 - Raikes Lane	Junction Improvement Scheme	Complete
DP 2 - Loxham Street/Moses Gate/Green Lane	Junction Improvement Scheme	Complete
DP 3 - Longcauseway	Junction Improvement Scheme	Complete
DP 4 - Farnworth	Bus Station Redevelopment/Town Centre Urban Realm Improvement Scheme	Complete
DP 7 - Bolton Bus Stop Upgrades	Bus Stop Accessibility Upgrades/Bus Shelter Installations	Complete
Bolton DP5 - Manchester Road Gateway (4 Phases)	Cycling and Walking and Capacity Junction Improvement Scheme	Delivery
Salford Delivery Packages		
DP1 -Pendleton Junctions/Minor Schemes	Junction Improvement/Urban Realm Improvement Scheme	Complete
DP 5 - Salford Bus Stop Upgrades	Bus Stop Accessibility Upgrades/Bus Shelter Installations	Complete
DP2 – Swinton town centre	Junction Improvement Scheme	Delivery
DP3 - Irlam o'th Heights/A666 Bus Priority	Junction Improvement/Bus Lane scheme	Delivery
DP4 - Pendleton Town Centre	Town Centre Urban Realm Improvement Scheme	Delivery
DP 6 – Madams Wood Road, Little Hulton	Bus Priority Traffic Calming Measures scheme	Complete
DP 7 – A580 Junctions	Junction Improvement Scheme	Design
DP 8 – Walkden Rail Station Park & Ride	Park & Ride scheme	Design
Programme Delivery Packages		
PDP1 - SCOOT/MOVA	Traffic signal capacity upgrades	Delivery
PDP2 - SCOOT Bus Priority	Traffic signal bus priority upgrades	Delivery

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GREATER MANCHESTER COMBINED AUTHORITY

Date: 26th March 2021

Subject: Metrolink Phase 3 monitoring and evaluation – publication of second report

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

PURPOSE OF REPORT:

The purpose of this report is to highlight key findings from recent pre-covid monitoring and evaluation activity for Metrolink Phase 3, explain their implications and to mark the publication of a second report on this subject.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the evidence presented in this summary report, the publication of the full report and its value in shaping future scheme planning and transport strategy development activity.

CONTACT OFFICERS:

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Ian Palmer, Head of Modelling and Analysis, TfGM – Ian.Palmer@tfgm.com

Equalities Implications:

Since Metrolink Phase 3 serves a number of deprived communities in the conurbation, the report notes that these communities have experienced a greater increase in access to key destinations – such as employment, further education and health care - relative to the overall Greater Manchester population.

Climate Change Impact Assessment and Mitigation Measures –

The report notes that Phase 3 services are powered by wind, solar and some nuclear power, so that modal shift from private vehicles to Metrolink services results in a significant reduction in carbon emissions. Further opportunities for renewable energy sources to have a far greater role in Greater Manchester's transport system are being actively explored.

Risk Management:

As well as learning for future Greater Manchester transport system development, the report's publication fulfils a funding condition associated with the Department for Transport's grant support to Phase 3.

Legal Considerations:

No direct legal implications of the report's content have been identified.

Financial Consequences – Revenue:

The report's content does not have any direct revenue consequences.

Financial Consequences – Capital:

The report's content does not have any direct capital consequences.

Number of attachments to the report: None. This summary report references the publication of a full report on TfGM's website.

Comments/recommendations from Overview & Scrutiny Committee

BACKGROUND PAPERS:

Metrolink Phase 3: Monitoring and Evaluation Early Findings Report

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

1. INTRODUCTION

- 1.1 To provide evidence on the extent of achievements of Metrolink Phase 3¹ and to learn lessons for future infrastructure planning and delivery, TfGM has overseen a series of monitoring and evaluation activities. As well as demonstrating what Phase 3 has achieved for the benefit of accountability and future planning, the evaluation also provides insight to the Department for Transport, fulfilling a funding condition associated with central government's grant contribution to the programme.
- 1.2 Initial findings were presented in the Metrolink Phase 3: Monitoring and Evaluation Early Findings Report that was published in 2016. The purpose of this report to GMCA is to provide the main findings from the second report on Metrolink Phase 3 monitoring and evaluation, which is now available on the TfGM website at <https://tfgm.com/corporate/metrolink-phase-3> [To be posted, provided as a supporting document to WLT].
- 1.3 The evidence presented in the second report was collected in the period up to and including mid 2019. It therefore pre-dates the impact of COVID-19 on the transport system in Greater Manchester.

2 METROLINK'S ROLE IN GREATER MANCHESTER

- 2.1 This section provides information on the contribution of Metrolink makes towards the outcomes within the Greater Manchester Strategy. Key features of the Metrolink system are that it:
 - provides essential connectivity between the residential areas of Greater Manchester and the concentration of 200,000 jobs in the regional centre, where 1 in 2 financial/insurance jobs and 1 in 3 information/ communication/ profession/ scientific/ technical roles in Greater Manchester are located.
 - allows for clustering of economic activity in the conurbation allowing for increased productivity in Greater Manchester via the concentration of activity within sectors and across sectors
 - enables Metrolink passengers without access to a car, over half (52%) of whom do not have such access, to rapidly access opportunities across much of Greater Manchester.

¹ Comprising the extensions to Ashton-under-Lyne, East Didsbury, Oldham and Rochdale, and Manchester Airport.

- supports Metrolink passengers with access to a car in their choice of travel by Metrolink, helping tackle congestion on the road network while also reducing environmental pollution and carbon emissions.
 - provides high capacity access to the city centre, accommodating 1 in 6 passenger movements in the weekday morning peak into the heart of the conurbation.
- 2.2 While the above statistics relate to the pre-pandemic situation, the ongoing and future contribution that Metrolink makes and will make to access to opportunities around Greater Manchester will nevertheless remain highly significant.

3 SECOND REPORT ON METROLINK PHASE 3 MONITORING AND EVALUATION

- 3.1 In contrast to the Early Findings Report, which focused on the programme's context, lessons learnt re delivery and initial findings on outcomes, the second report referenced in Paragraph 1.2 focuses on progress in the achievement of transport objectives and economic and social objectives. Findings in relation to this progress, alongside implications for future planning work, are reported here in relation to research questions that were used to structure the monitoring and evaluation activity.
- 3.2 What travel patterns are being fulfilled using the new extensions?
- Some lines have a bigger share of commuting travel and lower share of leisure and other markets: **The nature of some lines, with some offering faster journey times than others, means that different markets are attracted. Depending on transport and wider objectives, this has important implications for planning future infrastructure based on the objectives for the corridor to be served.**
 - There is a clear network effect from an integrated system, meaning that there is a significant proportion of Metrolink users that travel from one line to another: **Need to ensure that this type of travel between transport corridors is fully taken account of in future network planning in relation to Our Network, so that the range of travel options and usage is fully catered for.**
- 3.3 How would people behave if Metrolink was not available?
- Metrolink is attractive to those who have cars available and this will differ by the demographics of areas served and the competitiveness of Metrolink in different corridors: **Key assumptions about modal shift and competitiveness of rail-based services can be drawn from**

these findings and used in understanding the likely mode shift performance of different types of public transport provision.

3.4 What impact has there been on changes in carbon emitted?

- Due to its non-fossil fuel power source, Metrolink has resulted in a significant reductions in carbon emissions: **Future provision of a similar nature can make a major contribution to the challenge of reducing carbon emissions.**

3.5 How does patronage compare with forecast levels?

- Pre-covid patronage performance was lower than patronage as anticipated when the original demand forecasts were drawn up over a decade ago. This was due to a range of external and Metrolink-specific factors but, pre-covid at least, the patronage position was steadily improving: **To take account of wide range of influencing factors and the uncertainty surrounding these, a wider range of scenarios in relation to factors such as those specific to Metrolink performance and external economic conditions should be used in future demand forecasting.**

3.6 Has park and ride provision been effective in securing reductions in car mileage?

- The limited evidence shared in this report indicates that not all park and ride users come from travellers who would otherwise drive all the way to their destination: **Future strategy and business case planning should take this finding into consideration and the exploration should be encouraged of a wider array of means of access beyond car access to Metrolink, rail and guided bus-based stops.**

3.7 How has Usage of the Oldham and Rochdale Line changed relative to the former Heavy Rail Line?

- A major uplift in usage is possible when moving from a largely-neglected and low service level rail service to a much more attractive new light rail service: **This major growth in usage, and associated benefits, should be taken account of in future planning.**

3.8 What change in public transport network accessibility has been achieved through the system's expansion?

- There has been a significant improvement in public transport access to employment, further education and healthcare, an improvement that is particularly noticeable for the more deprived communities of Greater Manchester: **Particularly with the advent of new technology, there is the potential to build upon access improvements from future infrastructure provision to ensure that people have a better**

awareness of the wider range of opportunities now available to them.

- 3.9 How have businesses on Metrolink corridors outside the city centre been affected?
- Benefits have been identified by businesses in terms of improved customer and labour force catchments, as well as opportunities for business travel, although some businesses also have the perception that new lines have opened up their businesses to greater competition to the benefit of other Greater Manchester businesses: **There is an opportunity to better understand the unique characteristics of different areas to be served by future transport infrastructure improvements, and reflect on how businesses in these areas can be best supported.**
- 3.10 What economic impacts across Greater Manchester have the infrastructure investment brought about?
- Statistical modelling has demonstrated a positive association between improved public transport accessibility due to Phase 3 and economic growth, but the work has yet to separate out cause and effect: **There is scope for further analysis of the economic impacts of Phase 3 and other investment programmes in the future.**
- 3.11 What has been the Impact of Proximity to Metrolink stops on House Prices in Greater Manchester?
- Due to increased attractiveness of residential areas, results from house price studies generally show a strong relationship between house price changes and proximity to Metrolink: **House price changes are a good indication of the strength of economic benefits brought about by increases in public transport accessibility.**
- 3.12 What impact on communities in Wythenshawe has been observed?
- Survey work and in-depth interviews in the Wythenshawe area have revealed positive impacts on the communities in the area, with a particular expansion of travel horizons within the area, to other parts of south Manchester and beyond to the regional centre: **The wider social and economic impacts of a step-change in transport provision should be considered in the development of future business cases and evaluation programmes.**
- 3.13 The second report contains further detail on each of these topics and also includes supporting technical appendices.

4 FUTURE DEVELOPMENTS

- 4.1 The publication of the second report of findings marks the conclusion of research work that solely focuses on Metrolink Phase 3. Future research supporting Greater Manchester's ambitions for transport is now envisaged. This will draw on some of the issues raised in the second report but will be much broader in scope.
- 4.2 Likely coverage of future research will include issues relating to: development of the market for Metrolink; ways of handling uncertainty in forecasting for future infrastructure schemes; passenger perspectives in relation to investment programmes; and, further analysis to understand the relationship between transport investment and local economic performance.
- 4.3 This work will support the implementation of the Greater Manchester Transport Strategy 2040 and the associated delivery plans (www.tfgm.com/2040-transport-strategy).
- 4.4 Following submission of the Metrolink Recovery Plan to DfT in January 2021, TfGM will seek to work with central government to address the challenges that COVID-19 has given rise to in relation to the Metrolink system, with a view to returning to a financially sustainable footing. The Recovery Plan also stipulates a desire to work closely with central government to develop a shared set of assumptions and a monitoring / evaluation framework to help develop a medium term financial strategy, as well as to seek dialogue on optimal local & national funding policy (including fiscal devolution), future rail and bus policy to drive towards a truly integrated transport network and the broader 'levelling up' agenda, including an economic recovery plan for town and city centres. In taking forward this work, the evidence from the Phase 3 monitoring and evaluation presented in this report will be drawn upon, alongside other data related to research projects and operational data relevant to the Metrolink system.
- 4.5 As well as contributing to national government's strategic objectives, Metrolink has a key role in achieving Greater Manchester's 2040 Right Mix target. This is especially in the case of achieving regional centre growth without increasing car travel, and for securing a step-change in rapid transit mode share for trips across the wider city region.

5 RECOMMENDATIONS

- 5.1 GMCA is recommended to note the evidence presented in this summary report, the publication of the full report and its value in shaping future scheme planning and transport strategy development activity.

Date: 26 March 2021

Subject: **GM GOOD LANDLORD SCHEME**

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

PURPOSE OF REPORT:

1. To seek comment on and approval of the attached proposals for the implementation of a Good Landlord Scheme as an element of GM support in addressing the issues facing the private rented sector across the city region.

RECOMMENDATIONS:

2. The GMCA is requested to:
 1. Comment on and approve the proposals set out in the paper for further development and implementation of a Good Landlord Scheme for Greater Manchester, and associated activity to respond to the pressures in the private rented sector; and
 2. Approve the utilisation of up to £1.5 million over three years from Greater Manchester Housing Investment Loan Fund surpluses to fund activity as set out in this report.

CONTACT OFFICERS:

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BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Implications:

The proposals are intended to provide a package of measures at GM level to complement and strengthen work at local level, seeking to reduce the stress on tenants and landlords in the private rented sector (PRS), recognising the additional inequality impacts arising from the Covid-19 pandemic and its consequences.

Climate Change Impact Assessment and Mitigation Measures –

- 1. It is expected that you will have already embedded measures into this proposal to reduce the carbon emissions resulting from the activities/recommendations proposed. What further actions could be taken to minimize emissions (e.g. towards carbon neutral) from this proposition?*

The proposals address the potential to raise standards of management and levels of investment in the PRS. There will be scope to use elements of this proposal to encourage and support landlords to improve their properties to reduce carbon emissions and tackle fuel poverty. This would be considerably enhanced by the ability to offer direct financial support at scale.

- 2. What is your justification for NOT undertaking the additional actions listed above?*

The key barriers are lack of funding availability and delivery capacity to invest in raising the quality of privately-owned homes. We will maximise any opportunity which arises to address those, for example should funding solutions emerge from the forthcoming Comprehensive Spending Review.

Risk Management:

Detailed co-design of the main elements of the proposed approach will include risk management and mitigation measures. Overall progress and impact will be monitored through the GM Housing Strategy Implementation Plan.

Legal Considerations:

None.

Financial Consequences – Revenue:

Set out in paragraph 3.3.

Financial Consequences – Capital:

None.

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

The proposals were positively received by Overview & Scrutiny Committee, with members pointing to the importance of the cost and quality of private renting as a contributor to inequality, including for BAME communities; the need to support the retention of properties

within the sector in the absence of sufficient social housing; raising the issue of the relatively poor data available on the sector; the challenges to districts in enforcement with limited capacity and thus the importance of these GM proposals linking to and supporting local work including selective licensing.

BACKGROUND PAPERS:

Greater Manchester Housing Strategy, 2019:

<https://www.greatermanchester-ca.gov.uk/media/2257/gm-housing-strategy-2019-2024.pdf>

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
GM Transport Committee	Overview & Scrutiny Committee	
	11.03.2021	

1. INTRODUCTION

- 1.1. The private rented sector (PRS) in GM is under huge stress as a result of the Covid-19 pandemic, with many tenants and landlords challenged by the consequences of reduced incomes, increasing rent arrears, a changing policy and legal position, insufficient access to and support from the welfare system, and uncertainty about the future of their homes. This note considers the shape of a GM response to respond to these pressures, and suggests how our existing activity could be adapted and re-focused to reflect the new realities of the sector, and to support local interventions.

2. CONTEXT

- 2.1. The impact of the pandemic on the PRS, including the threat of escalating evictions as rent arrears build for households facing financial crisis, has become the dominant issue facing both tenants and landlords. Measures taken by Government to mitigate and delay a potential crisis have had a significant effect, but concerns grow about the impact as these measures are lifted and furlough, mortgage holidays and other financial support to tenants and landlords are withdrawn. We know that whatever the legal situation some evictions continue to happen. Recent announcements have seen rent arrears accrued during the pandemic now counting in assessing 'significant arrears', and 6 months rather than 9 months non-payment being judged as significant - and thus potentially exempt from the ban on enforcing repossessions. Once the ban on enforcing most repossessions ends (now expected on 31 May) we will see a significant rise in court cases and people presenting as homeless to local authorities.
- 2.2. Approaching a year into the pandemic, it is clear the sector faces unprecedented pressures, an order of magnitude beyond those already in the system. The uncertain depth of the economic and employment consequences of both Covid and Brexit, sit alongside Government's apparent intention to step back from short term support measures including the £20 per week uplift in Universal Credit and the restoration of Local Housing Allowance (LHA) up to the 30th percentile of local rents. We know that almost 105,000 GM households in the PRS were claiming Housing Benefit or the housing element of UC in November, up by 30,000 since January, and the Chancellor has announced that LHA will again be frozen for 2021/22, starting to undo the progress made.
- 2.3. There is a real risk of a further level of rapid and severe crisis for both tenants and landlords if households face substantial drops in their income and thus fall into (or deeper into) rent arrears. This will add to the backlog of possession claims coming through a courts system which has been realigned to slow the process of evicting tenants in arrears, other than in most severe cases (arrears in excess of 6 months or where there is domestic violence, antisocial behaviour, etc.). In parallel, we can expect an increase in illegal evictions or tenants walking away from properties they can no longer afford and becoming homeless as a result. There are also impacts on the future shape and sustainability of the sector, with evidence that landlords' confidence is significantly decreasing, most particularly felt by landlords with small portfolios, which are the great majority of the sector in GM. In short, while there were

substantial issues to address in the PRS before Covid, the situation has changed significantly for the worse over the last twelve months.

3. GM INTERVENTIONS IN A POST-COVID CONTEXT

- 3.1. Work had been underway prior to the pandemic on the design and delivery of a GM Good Landlord Scheme. Through the pandemic, the housing and homelessness teams at GMCA have worked to understand the pressures in the PRS and their impacts on households at risk of homelessness. We have connected with districts, sector stakeholders and academics (including through the establishment of a PRS Partnership) to gather evidence and views to inform lobbying of Government, and to collectively provide accurate, up to date messages for tenants and landlords on the evolving picture of legal measures, financial and other support and practical advice available to them.
- 3.2. We have used this learning to consider what 'building back better' could mean for the PRS in Greater Manchester, and propose a re-focused approach to working at GM level, to include the following key elements, funded from surpluses generated from the GM Housing Investment Loan Fund (GM HILF):
 - a. Continued work with districts and others to ensure tenants and landlords have access to accurate and **up-to-date information and advice**, including advice to tenants around housing and welfare rights and dealing with personal and household debt.
 - b. **Strengthened and focused enforcement capacity** in a co-produced model with districts, and potentially with improved connections to housing advice and advocacy services, and to GMFRS, GMP and Trading Standards enforcement activity. While enforcement powers lie at district level, there are clearly resource constraints on teams locally which GM HILF surpluses could help to redress. This enables us to directly support work to target the poorest quality and worst managed properties in the sector. Strategies for the deployment of those funds and the capacity they could secure will be co-produced and agreed with districts.
 - c. Targeted **capacity building for landlords (and agents)** to help them better support their tenants, particularly those on low incomes, including training and access/signposting to help around retrofit and other funding opportunities or support.
- 3.3. Together, it is suggested that these three elements be branded as the GM Good Landlord Scheme. They do differ from a traditional Good Landlord Scheme, having evolved from the previous approach, and are perhaps more akin to a 'Better Renting Programme'. Funding totalling £1.5 million from the surplus generated by the GM HILF is proposed to fund and manage this activity, at £500,000 per annum for three years from 2021/22 to 2023/24 initially. GMCA will work with districts to design the detailed scheme, including how best to apply and target additional enforcement resources, and with districts and others on the other elements of the scheme. Subject to those discussions, we anticipate that around 75% of the funding will be used to strengthen enforcement activity. We will seek to track the impacts and outcomes from

this investment to provide evidence to build the business case for future interventions in this area.

- 3.4. Communication around the proposed Good Landlord Scheme will be a vital complement to the work on the ground with landlords, agents and tenants. We want to encourage landlords and agents to raise and maintain the standards of management and maintenance of their properties. We will look to provide help, support and access to sources of funding and advice to landlords and agents to raise the quality of the homes they provide, and to connect landlords providing good quality, affordable homes to households in need from our housing registers. But we should be clear that enforcement capacity and action is being stepped up, and that civil penalties up to £30,000 per offence, prosecutions, rent repayment orders and banning orders can and will be pursued by GM local authorities. GM districts and GMCA itself do have compulsory purchase order powers available as a last resort.
- 3.5. In addition, to drive our agenda to achieve a real improvement in the experience of renting as a sector, two further elements are proposed:
- d. Promoting the **active growth of ethical/social investors** in the sector – including working with our registered providers to achieve this via the ethical lettings agency ‘Let Us’, through investors such as the existing relationship with Resonance, and by using opportunities such as the Rough Sleepers Accommodation Fund available from MHCLG. This will complement the strengthened enforcement capacity proposed above by offering an exit route from the sector for landlords, including those unwilling or unable to provide decent, well-managed homes for tenants.
- e. **Lobbying Government for positive change** and support to the sector, with a view to the promise of a draft Renters Reform Bill (as yet unfulfilled), with key points including:
- The delivery of an existing commitment, stalled by Covid, to abolish Section 21 ‘no fault’ evictions; and to push for further reforms to the complex and dysfunctional legal and regulatory framework which applies to the PRS in England, including the introduction of a comprehensive and compulsory registration scheme, and flexibility to establish selective, area-based licencing schemes without requirement for approval by the Secretary of State;
 - Lobbying for funding to scale up the acquisition of properties as affordable housing in line with the Affordable Housing Commission’s proposals for a [National Housing Conversion Fund](#);
 - Reforming the welfare system so that households reliant on it have a sufficient and stable income to meet the realistic costs of a decent home – including retaining the £20 uplift on Universal Credit, reconnecting Housing Benefit/LHA to the 50th percentile of local rents, etc. Devolved control on the setting of Broad Rental Market Areas would potentially allow us to address the market distortions caused by the mechanisms used to establish Local Housing Allowance levels in different parts of the city region.
 - Increasing and restructuring the Discretionary Housing Payments system to provide a properly resourced, predictable resource to allow districts’ housing

options/homelessness prevention teams to directly resolve rent arrears for households at risk of eviction, with the explicit aim of stabilising the sector, preventing homelessness and reducing financial pressure on landlords, learning lessons from Welsh and Scottish devolved approaches to dealing with rent arrears arising from Covid; and

- Establishing a sustained programme of investment in improving the energy performance of homes in the PRS, to support net zero carbon targets and to tackle fuel poverty, tying into the Government's Green Homes Grant funding where available.

4. RECOMMENDATIONS AND NEXT STEPS

4.1. The GMCA is requested to:

1. Comment on and approve the proposals set out in the paper for further development and implementation of a Good Landlord Scheme for Greater Manchester, and associated activity to respond to the pressures in the private rented sector; and
2. Approve the utilisation of up to £1.5 million over three years from Greater Manchester Housing Investment Loan Fund surpluses to fund activity as set out in this report.

4.2. Subject to views on this proposal, next steps include the following:

- a. Development of detailed proposals for delivery in conjunction with partners and stakeholders, with key stages including:
 - i. Engagement with district colleagues to inform scheme design, in particular the co-production of proposals around enforcement capacity;
 - ii. Engagement with district colleagues, Fair Housing Futures, Bond Board, NRLA and other stakeholders on co-design of the landlord capacity building proposal;
- b. Continued engagement with investors and GM Housing Providers to promote greater social and ethical investment in the sector (and with GM Housing Providers on their potential role in other aspects including NSAP's next phase, as part of the Tripartite agreement); and
- c. Co-ordinated Government lobbying with GM and national partners (e.g. Shelter, Crisis, NRLA and other city regions) on both short term interventions and longer term reforms.

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Date: 26th March 2021

Subject: GM Brownfield Housing Fund (“BHF”) – Tranche 2

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

PURPOSE OF REPORT:

This report seeks the Greater Manchester Combined Authority’s approval to allocate grant funding to those sites recommended within this report and subsequently enter into individual Grant Agreements with the respective parties.

RECOMMENDATIONS:

The GMCA is requested to:

1. Approve allocation of grant funding to those sites set out within Appendix 1 and the entering into individual Grant Agreements for those recommended sites; and
2. Delegate authority to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to agree the final terms of all the necessary agreements.

CONTACT OFFICERS:

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Neil Waddington: neil.waddington@greatermanchester-ca.gov.uk

Equalities Implications:

The grant funding will enable the construction of quality housing across Greater Manchester and provide opportunities to address equality issues through the creation of construction jobs and quality accommodation.

Climate Change Impact Assessment and Mitigation Measures –

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

As part of the prioritisation approach for Tranche 2 of the BHF, low carbon measures were assessed and taken account of in the scoring criteria applied to project prioritisation.

Risk Management:

The grants will be conditional upon a satisfactory outcome of detailed due diligence and ongoing monitoring confirmation that the schemes are being delivered satisfactorily.

In view of the nature of the MHCLG grant funding agreements for BHF any conditions will be mirrored in agreements between the GMCA and scheme promoters, mitigating any risk retained by the GMCA.

Legal Considerations:

A detailed grant agreement and other associated legal documentation will be completed for each scheme ahead of the first grant payment.

There are no State Aid implications associated with either GMCA accepting the grant or signing the grant agreements with MHCLG in relation to the BHF. Subsidy Control provisions will be considered further for each individual scheme allocation with any allocation being state aid compliant.

Financial Consequences – Revenue:

Any revenue costs are anticipated to be funded through the Brownfield Housing Fund Revenue Grant received alongside the capital allocation.

Financial Consequences – Capital:

Capital expenditure is provided by the £81.1m BHF Capital Grant allocation. There are therefore no capital consequences for the GMCA.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

None

BACKGROUND PAPERS:

Brownfield Housing Fund Tranche 1 (GMCA Approval on 30th October 2020)

Brownfield Housing Fund – Additional award of funding from MHCLG (GMCA Approval on 12th February 2021)

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?		None
GM Transport Committee	Overview & Scrutiny Committee	
	11 th March 2021	

1. INTRODUCTION/BACKGROUND

1.1 A report to the GMCA in July 2020 set out the recent Government announcement with regards to the £400m Brownfield Housing Fund (BHF). For the GMCA, this means an initial allocation of £81.1m over a 5-year period, this is to be allocated/spent against the following profile:

20/21	21/22	22/23	23/24	24/25
£16.2m	£30m	£18m	£8.5m	£8.4m

1.2 In addition to this, a further £1.94m revenue spend has also been allocated to the GMCA.

1.3 There was an immediate requirement to identify sites to enable £16.2m spend this Financial Year (“FY”). The approach to this and the subsequent list of schemes to be awarded grant funding (under “Tranche 1”) was approved by the GMCA in October 2020.

1.4 As part of the initial £400m pot for the Brownfield Housing Fund, 10% of this (amounting to £40m) was held back by MHCLG to be awarded through a further competitive stage, submissions to which were coordinated through the Mayoral Combined Authorities. Through this process the GMCA has been awarded a further £15.8m and approval of those sites to benefit from this funding was obtained at the GMCA meeting in February 2021.

2. PRIORITISATION OF SITES – BHF TRANCHE 2

2.1 To be able to award monies for the remainder of the BHF allocation a prioritisation process was prepared. The principles developed sought to focus investment through a more place-based approach to align with the GM Strategy and principles as set out in the CSR submission to government.

2.2 In summary, the prioritisation process comprises of two elements as explored below:

- **Eligibility Criteria** – individual criteria are on a Pass/Fail basis, sites unable to evidence and ‘Pass’ all elements will not proceed to the next stage of prioritisation. These specific criteria have been identified by MHCLG as those conditions to be attached to the funding agreement.
- **Prioritisation Criteria** – the second stage is centred on a number of criteria with the following weightings.

	2021/22+
Deliverability	30%
Value for Money	30%
Strategic Fit	40%

- 2.3 From a **Deliverability** point of view, sites were RAG rated on the basis of their current delivery position and progress. This was arrived at through a review of information gathered on sites through a final submission by each of the Districts. Individual conversations with each of the Districts and associated landowners/developers was also carried out to support this.
- 2.4 From a **Value for Money** point of view three key criteria were considered, as follows, Grant Ask per Unit, Leverage (Grant Ask vs. Scheme Development Costs) and provision of affordable housing.
- 2.5 From a **Strategic Fit** point of view, three key criteria were considered, as follows, Contribution to a Place Based Priority, Levelling up Agenda (using the Index of Multiple Deprivation) and Supporting of Build Back Better priorities.
- 2.6 This allowed the GMCA to calculate an overall score for each site based on the information submitted. Projects were ranked based on the score calculated for each site.

3. FINAL PRIORITISED SITES LIST – BHF TRANCHE 2

- 3.1 A Call for Information stage was undertaken during November/December 2020, seeking submissions from Districts on sites that could be eligible for BHF grant monies. Districts were to provide submissions on sites that were deemed priorities, and which were challenging in viability terms. Following this stage, the GMCA received submissions for 66 sites across GM which totalled a grant requirement of more than £200m.
- 3.2 On the basis of the remaining BHF allocation, the GMCA can award monies to all those sites with an overall score of 70 or more (as set out within Appendix 1). It can be seen that there is representation across each of the GM Districts.
- 3.3 It must be noted that there are a handful of sites put forward for consideration under Tranche 2 that do not feature in Appendix 1. This is because they are to be funded through the additional 10% monies from MHCLG as noted at para 1.4 and are dealt with under separate approvals.
- 3.4 The summary position is as follows:
- Number of Sites to be Awarded Grant: **21**

- Recommended Allocation under Tranche 2: **£41.441m**
- Number of Units to be unlocked: **2,720 units**
- Average Grant Cost per unit: **£16,098**

3.5 With the addition of the proposed allocation under Tranche 2 of 2,720 units this would bring the total housing units unlocked to 7,703 units through the Brownfield Housing Fund.

3.6 Of these 2,720 units to be awarded grant monies through Tranche 2 we anticipate 1,350 units to be affordable housing units. This in addition to 1,100 affordable housing units which are expected to be delivered through the Tranche 1 awarded sites.

3.7 The average grant rate per unit across the programme is £13,310 per unit which is below the grant threshold of £15,000 per unit that the GMCA is required to achieve through the grant agreement with MHCLG.

3.8 The associated Grant Agreements for those successful schemes will include appropriate Clawback/Overage mechanisms. Any monies which are generated through this will be reallocated on a similar basis to the Tranche 2 prioritisation process. Any approvals to this will be subject of a future paper to the GMCA.

4. RECOMMENDATIONS

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

Appendix 1 – Final Sites to be Awarded Grant under Tranche 2

Authority	Scheme Name	Address	Site Size (HA)	No of housing units	Grant required (£m)	Overall RAG Rating (based on Deliverability Criteria)	OVERALL SITE SCORING/WEIGHTING (MAX. 100)
Manchester	Collyhurst Village	Thornton Street North	4.2	139	2.085		100
Bolton	Moor Lane	Moor Lane, Bolton, BL1 1SU SHLAAA number is 1580-BOL	1.519	198	2.222		95
Salford	Central Salford - E6	Chapel St, Salford		100	1.500		90
Manchester	Back of Ancoats Public Realm	area bordered by Radium Street, Oldham Road, Butler Street/Rodney Street, and the Rochdale Canal in Ancoats, Manchester M4.	0.97	275	4.700		85
Salford	Longshaw Drive	Longshaw Drive, Little Hulton	7	177	2.939		80
Tameside	Hattersley - Harehill MMC	38 Hare Hill Road, Hyde, SK14 3FL	0.95	27	0.540		80
Bolton	Central Street	1042-BOL SHLAA CENTRAL STREET, BOLTON, BL1 2AX	1.01	145	3.625		77
Rochdale	Don St (British Vita Site A) Renaker	Middleton	12.95	367	3.680		75
Tameside	Hattersley Central	Hattersley Road East, Hyde, SK14 3EQ	3.18	161	3.220		75
Tameside	Hattersley - Harehill Tavern	Harehill Tavern Public House, Hattersley Road West, Hyde, SK14 3HE	0.25	38	0.100		75
Trafford	Sale West (Phase 2)	M33 4QJ	2.5 (Phase 2 area only)	24	0.600		75
Wigan	Land East of Phoenix Way	Land East of Phoenix Way, WN3 4NW	2.6	99	0.680		75
Rochdale	Neighbourhood Rochdale			235	3.760		74
Salford	Neighbourhood Seedley	Land at Kara Street, Harmsworth Street, Nansen Street and Iceland Street Salford, M6	0.718	66	0.683		72

Authority	Scheme Name	Address	Site Size (HA)	No of housing units	Grant required (£m)	Overall RAG Rating (based on Deliverability Criteria)	OVERALL SITE SCORING/WEIGHTING (MAX. 100)
		5GG SHLAA REF; S/LAN/049					
Bury	Wheatfield Centre	Victoria Avenue, Whitefield, M45 6DP	0.95	30	0.350		70
Manchester	Silk Street Development	Silk Street Newton Heath Manchester M40 2JF. SHLAA ref: Mile_Cap_035	0.86	69	1.035		70
Oldham	Southlink	Southlink, Oldham. OL4 1DE.	3.7	265	4.505		70
Oldham	West Vale Redevelopment, Vale Drive, Oldham	Vale Drive, Oldham OL9 6JE	0.79	88	1.144		70
Salford	St Lukes	Weaste	1.5	45	0.710		70
Salford	HRA sites - Clifton/Ordsall sites	Various		104	1.663		70
Stockport (MDC)	Former St. Thomas' Hospital	Shaw Heath, SK3 8BL	1.34	68	1.700		70
				2,720	£41.441		

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Date: 26th March 2021

Subject: Greater Manchester Local Enterprise Partnership Membership Review

Report of: Councillor Elise Wilson, Portfolio Lead for Business & Economy

PURPOSE OF REPORT

The Greater Manchester Local Enterprise Partnership (GM LEP) terms of reference require that the LEP's private sector membership is reviewed every two years. This bi-annual review ensures that the board is still meeting its strategic remit and is fit for purpose going forward.

The current private sector members' terms of office expires on March 31st 2021. The purpose of this report is to seek GMCA approval of the recommendations regarding the future private sector membership for the period April 2021 until March 2023.

RECOMMENDATIONS:

The Greater Manchester Combined Authority is asked to approve the following recommendations regarding private sector membership of the GM LEP:

1. That six existing private sector members' terms of office are renewed for another two year term: Lou Cordwell, Nancy Rothwell, Lorna Fitzsimons, Amanda Halford, Chris Oglesby, and Richard Topliss);
2. That five new private sector members are invited to join the LEP as full board members: Steve Connor, Justin Kelly, Marilyn Comrie, Miles Rothbury and Vimla Appadoo

CONTACT OFFICERS

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BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

EQUALITIES IMPLICATIONS

GM LEP has a clear commitment to diversity and recognises that different people bring different ideas, knowledge and perspectives. As part of this commitment, GM LEP refreshes its board membership every two years to ensure it reflects the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester's people.

Following this review, the LEP Board's private sector members will continue to be gender balanced with 6 women and 5 men (see table below) and will have improved representation of Greater Manchester's diverse communities.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

The LEP Board Champions and oversees the delivery of the GM Economic Vision which reflects the GM Local Industrial Strategy and its Clean Growth Mission while recognising the shift in attitudes among people, businesses and investors caused by the coronavirus pandemic. As such, it builds on GM's bold target of carbon neutrality by 2038 and provides a framework for the LEP Board to support Greater Manchester in driving the UK as a global leader in low carbon innovation.

Risk Management:

N/A

Legal Considerations:

N/A

Financial Consequences – Revenue:

N/A

Financial Consequences – Capital:

N/A

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

TRACKING/PROCESS		[All sections to be completed]
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?		Please state the reason the report is exempt from call-in
GM Transport Committee	Overview & Scrutiny Committee	
N/A	N/A	

1. INTRODUCTION

- 1.1 The GM LEP sits at the heart of Greater Manchester's governance arrangements, offering private sector insight, guidance and challenge to the development of GM's strategic agenda in partnership with the GMCA
- 1.2 The LEP's terms of reference require that the LEP's private sector membership is regularly reviewed to ensure its membership remains relevant to this agenda and is fit for purpose. The LEP's private sector term of office is two years with members appointed using an open recruitment process.
- 1.3 It was agreed by the Board at their August 2020 meeting that it would be timely to review membership given that the current private sector members' terms of office expired on 31st March 2021.
- 1.4 This report sets out the process for reviewing the private sector membership and proposes a number of updates to board membership.
- 1.5 Public sector representatives on the Board are appointed annually via the GMCA and did not form part of this review.

2. LEP MEMBERSHIP REVIEW AND POTENTIAL NEW CANDIDATES

- 2.1 The last comprehensive review in 2019 was supported by Penna recruitment consultants. Penna have been appointed to carry out this review as outlined in the report agreed by the Board at their August 2020 meeting.
- 2.2 The political and economic context has changed significantly since 2019 and it is therefore timely to carry out a comprehensive review to help ensure the board is best equipped to address the range of current issues and opportunities that Greater Manchester faces.
- 2.3 The 2019 comprehensive review included a two-stage process which included a review of the existing private sector membership and a parallel recruitment exercise to identify new members.
- 2.4 A brief to appoint Penna Consultants to carry out the review was drafted on this basis and approved by the Chair with the review commencing in late 2020.
- 2.5 The first stage of the review consisted of a review of the LEP's current private sector membership where those wishing to be re-appointed to the board were interviewed on the basis of the person specification (attached at Appendix A) and their wider skills and expertise.
- 2.6 Feedback was also provided from member interviews regarding the future direction of the LEP Board. It was reported that Juergen Maier, David Birch and Mo Isap had decided to step down as members of the GM LEP Board. Given that the Board was already carrying two vacancies, the LEP was looking to recruit five new Board members.

- 2.7 The consultants therefore advised on the best approach to attract new potential candidates and ensure the transparency and robustness of the review process in line with the terms of reference and current good practice.
- 2.8 As part of the LEP's commitment to equality, the review of membership focused on the need to ensure that the LEP reflects the breadth of economic sectors and is reflective of the wider GM population.
- 2.9 This included a four-week online recruitment campaign outlining the LEP Board role and person specification launched on the GMCA and LEP websites along with leading media sites at the Guardian and Sunday Times.
- 2.10 As in previous memberships reviews, this approach been complemented by publication on <https://intouchnetworks.com/> (a leading site for non-executive and trustee roles with 50,000 registered members bringing global reach across all sectors and industries).
- 2.11 The consultants also explored attracting talent through a range of further advertising options with a focus on diversity and inclusion alongside promotion of the roles through diverse professional networks.
- 2.12 For instance, Penna have recently developed their Diversity group on LinkedIn called 'Diversity at Penna' with links to over 30 Equality and Diversity groups as well as business professionals across the UK.
- 2.13 Penna also hosts their own Diversity & Inclusion communications practice and have worked with partners to organise events aimed at increasing the number of candidates from BAME backgrounds and women.
- 2.14 The consultants operated within a clear set of equalities-based principles, building on their work with the Black and Minority Ethnic Leadership Initiative supporting leaders in public service (the BALI Programme). This included reducing any perceived barriers, testing the role profile and supporting marketing collateral for appropriate language and any unconscious bias
- 2.15 The consultants assessed any new candidates against the person specification to identify a shortlist based on these criteria along with their broader capacity and experience. This includes ensuring that the range and level of representation remains appropriate and that LEP members have the necessary skills and capacity to contribute to the LEP's expanding role.
- 2.16 Interviews of existing board members and new shortlisted candidates were carried out by the LEP Chair and Deputy Chair Cllr Elise Wilson supported by the GMCA Executive Director for policy and Strategy.
- 2.17 Successful candidates are set out below and will be appointed to the Board subject to confirmation from GMCA.

3. PROPOSED GM LEP MEMBERSHIP

- 3.1 Following the conclusion of the membership review, the recommendations for the refreshed GM LEP private sector membership are set out in the table below:

LEP Private Sector Membership

Member	Role	Sector/Key Areas of Knowledge
Lou Cordwell (Chair)	CEO, Magnetic North	Marketing and Communications Digital SME
Dame Nancy Rothwell	President and Vice Chancellor, University of Manchester	Science Higher Education
Richard Topliss	Regional Director of RBS and Chair of the Manchester Growth Company	Financial Services Business Support
Chris Oglesby	CEO, Bruntwood Group	Land and Property Regeneration
Lorna Fitzsimons	Director, The Alliance Project	Advanced Manufacturing Marketing and Communications SME
Amanda Halford	General Manager, Strategy and Business Development – GE Healthcare, Life Science Division	Life Sciences
Steve Connor	CEO, Creative Concern	Sustainability and Clean Growth Marketing and Communications Digital
Justin Kelly	Director, Siemens	Advanced Manufacturing Science and Innovation
Marilyn Comrie	Director, The Blair Project	Innovation Media SME Social Enterprise
Miles Rothbury	Head of Asset Finance, HSBC UK	Financial Services Higher Education
Vimla Appadoo	Co-Founder & Director of Culture Design, Honey Badger	Consultancy Design and Culture SME Digital
Ex-Officio Members		

Vanda Murray	Portfolio of Non-Executive Directorships	Marketing Management Consultancy Finance
Mike Blackburn	Non-Executive Directorship	Consultancy Digital Communications

4. RECOMMENDATIONS

4.1 Recommendations appear at the front of this report.

Appendix A

Greater Manchester Local Enterprise Partnership

Person Specification for Member

LEP Member

Role:

- to actively contribute to the strategic direction and the purpose of the LEP
- to provide expertise and knowledge to enable the LEP to address the economic needs of Greater Manchester
- to be prepared to take the lead and provide strategic direction in areas in which they have particular skills, expertise and experience
- to attend all LEP meetings and other events as appropriate
- to comply with the Nolan Principles of standards in public life

Person Specification

Applicants must:

- have a strong commitment to, and understanding of, the city region and in particular the drivers of and challenges faced by the Greater Manchester economy
- have substantial business skills and experience gained at a senior level and have credibility with the wider business community
- have experience of serving on groups or boards of senior executives
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have ability to quickly understand and analyse and distil complex issues and to contribute to discussions about strategy
- have strong interpersonal and communication skills, be articulate and passionate and have an ability to influence and network
- have experience of working in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups
- be someone who is willing to provide the time commitment to the LEP and who potentially sees the personal development opportunity provided by the appointment

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Date: 26 March 2021

Subject: Growth Company Business Plan 2021/22

Report of: Cllr Elise Wilson, Leader of Stockport Council, GM Portfolio Lead for Economy

PURPOSE OF REPORT:

The purpose of the report is to present the Growth Company Business Plan for the 2021-22 financial year, which has been approved by the GC Board.

Included in the plan is an agreed performance reporting framework to allow oversight on core GC deliverables throughout the year, reported to GMCA and the LEP.

RECOMMENDATIONS:

The GMCA is requested to:

1. Comment on the report and the priorities for 2021/22 and note the plan provided in Part B.

CONTACT OFFICERS:

Mark Hughes, Group Chief Executive, The Growth Company
Mark.Hughes@growthco.uk

Equalities Implications:

The Growth Company's (GC) 2021/22 Business Plan acknowledges the many issues of economic, social and health inequality that the Covid-19 pandemic has laid bare and seeks to address these themes in what GC does and how the organisation operates. GC has elevated 11 Priority Outcomes (section 5) in the Business Plan, this includes:

- A focus on supporting the Black Lives Matter movement, via the delivery of 10 EDI pledges that GC has committed to and published on its website. In addition, GC has appointed an Equality & Diversity Specialist who will review GC's service design and delivery, with recommendations made to the GC Board.
- Establishing a social value framework which will support the comprehensive data capture and reporting of GC's social value impacts.

The Business Plan also features a number of Actions which contribute toward delivering inclusive growth and tackling inequality across GM, including (but not limited to) the delivery of the Good Employment Charter and the tailoring and targeting of activities to maximise outcomes for GM residents and businesses across our employment, skills and youth contracts. GC captures and monitors EDI data to understand the impact of delivery.

Climate Change Impact Assessment and Mitigation Measures –

GC's 3-Year Strategy includes the ambition:

GC is net Carbon zero and through its' activity influences individuals and other businesses to adopt more environmentally sustainable business practices.

In section 5 of the Business Plan (provided in Part B), Theme 5 – Social Value & Environmental Sustainability – sets out detailed Actions and Milestones towards achieving this ambition.

In addition, GC has elevated its ambition to become NET-Zero Carbon as one of its 11 Priority Outcomes in the 21/22 Business Plan, via offsetting residual carbon. The Growth Company has achieved net Carbon zero for 2019/20 and 2020/21 (Gold Standard verified to our Scope 1 and 2 activities) and continues to work to further reduce its remaining carbon footprint.

GC supports and delivers services which contribute towards GM's ambition to achieve carbon neutral living in the city-region by 2038. This includes specific projects such as the Low Carbon programme and providing support and advice to businesses to accelerate their implementation of energy and material efficiency measures in the design and production of their products and services. GC also provides a focused sector development programme for the Low Carbon and Environmental Goods and Services sectors.

Risk Management:

A detailed section on how GC will manage risk to delivery is provided in section 8 of the Business Plan.

Legal Considerations:

N/A

Financial Consequences – Revenue:

N/A

Financial Consequences – Capital:

N/A

Number of attachments to the report:

0

Comments/recommendations from Overview & Scrutiny Committee:

N/A

Background papers:

N/A

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No	
GM Transport Committee	Overview & Scrutiny Committee	
N/A	N/A	

1. INTRODUCTION/BACKGROUND

The Growth Company (GC) is a purpose-driven Social Enterprise who exists to *Enable Growth, Create Jobs and Improve Lives*. Our purpose, governance and accountability is uniquely aligned to GMCA and the LEP, and the design of each service we deliver ensures we work collaboratively with stakeholders, partners, colleagues, supply chain and our customers to deliver services which help them to grow and achieve their full potential.

In December 2019, the GC Board approved GC's first 3-Year Corporate Strategy, Vision and Ambition (see **section 3 and 5** in the Business Plan), which was shortly followed by the onset of the biggest global pandemic in our lifetimes, transforming how we work, access services, interact with each other and our priorities (as a business and individuals). Given the substantive impact of Covid-19, GC undertook a review of its 3-Year Corporate Strategy in December 2020 to reflect on its Strategic Priorities and 3 Year Actions, which were confirmed to still be valid.

GC's Business Plan for 2021/22 represents the second year of delivery against its 3-Year Corporate Strategy. Whilst several planned activities/milestones for 2020/21 were understandably delayed as resources had to be redeployed as part of GC's extensive response to Covid-19, it is still possible to achieve the 3-Year Actions identified under our Strategic Priorities.

The volatility seen since early 2020 still proves to be diversionary and will require a level of reactivity within the year which will force an ongoing re-prioritisation of activity and resources within GC. In this context, and notwithstanding the perennial need to achieve strong individual contract performance, we have proposed a shorter list of 11 Group-level prioritised outcomes which we need to take within any economic, political, or public funding environment to ensure that we achieve demonstrable momentum towards our 3-Year Corporate Strategy (see **section 5** of the Business Plan).

2. 3-YEAR STRATEGY – VISION & AMBITION

Vision

Our Vision is for a society where economic growth and prosperity is inclusive, sustainable and leaves no person or community behind.

The future we will help to create, will be founded on this principle of Good Growth – with thriving businesses, creating well-paid jobs for talented and empowered individuals across our diverse communities.

Ambition

Our Ambition is for the Growth Company to be the UK's most successful provider of development services to people, places and businesses.

We are a market leader with unrivalled reach, attracting the brightest and best talent. We are financially robust and deliver positive social and environmental impacts.

Delivering GC's Vision & Ambition

The Strategy is divided into 6 key themes – 1. Market Leader; 2. Increased Reach; 3. Brightest and Best; 4. Financially Strong; 5. Social Value & Environmental Sustainability; and 6. Delivering for Greater Manchester

The Business Plan is structured by these themes to align to the 3-Year Strategy, with each theme including a series of Actions and Milestones to realise our Ambition, and supported by a set of KPIs.

3. DELIVERING FOR GREATER MANCHESTER

GC's Business Plan ensures that it is a significant contributor to GM's objectives of driving growth, productivity, inclusiveness, environmental sustainability, and particularly supporting GM to build back better from Covid-19. GM represents the largest share of our delivery, staffing and social impact, therefore the delivery of GC's whole Business Plan is shaped accordingly.

GC service provision is directly aligned to GM priorities, as set out in the GM Living with Covid Resilience Plan, GM Local Industrial Strategy (LIS), GM LEP Economic Vision, and GM One Year International Strategy. GC has three Strategic Priorities focused on delivering for GM which are inherently interlocking:

1. Support and enable GM's ambition to increase GVA and Productivity; raising productivity and pay across sectors, driven by innovative well-managed businesses trading and investing globally.
2. Contribute to inclusive growth across GM to ensure that all GC programmes deliver economic benefits across GM and enable business and place to maximise their economic potential.
3. Lead the delivery of the GM Internationalisation Strategy.

Priority GC deliverables on behalf of Greater Manchester which sit under these Strategic Priorities in 2021/22 include:

- Mobilise and implement Skills for Growth – SME Support Programme to improve productivity by encouraging businesses to develop employees, through identifying training needs and wider workforce development initiatives.
- Within the context of the LIS, ensure that the Business Productivity and Inclusive Growth Programme (BPIG) delivers on all outcomes in this over-arching, cross sector programme of activity. Specific actions within the overall programme are also separately detailed below:
 - Strengthen the leadership and management of businesses in GM to recover from the impacts of Covid-19, to build resilience and increase productivity.
 - Support businesses to adopt innovations and create new products, services and business models.
 - Improve productivity by encouraging the development, design, adoption and creative application of digital technologies and provide support for emerging and growing DCT businesses.
 - Developing a programme to accelerate businesses' implementation of energy and material efficiency measures in the design and production of products and services.

- Improve access to finance across Greater Manchester through the deployment of investment funds and facilitation of equity investment through the Co-Angel service.
- Implement the GM Good Employment Charter to deliver good jobs with opportunities for people to progress and develop, along with a thriving and productive economy, ensuring strong links back into BGH through two-way referrals (in particular, via the Skills or Growth programme).
- Utilising the Apprenticeship Levy to mobilise the private and public sectors to consider apprenticeships as part of their workforce development and growth plans.
- As a prime contractor of employment, skills and youth contracts across GM ensure we are achieving contract excellence in all programmes and maximising the outcomes for Greater Manchester.
- Contribute to inclusive growth across GM to ensure that our business support, skills and employment programmes provide opportunity for all GM residents, through the tailoring and targeting of service delivery.
- Work with GMCA and partners to deliver the new GM Internationalisation Strategy, the GM LEP's Economic Vision, and ambitions of the LIS and GMS by promoting GM's key sector strengths (health innovation, advanced materials, creative, digital and tech, and low carbon).
- Delivery of LIS aligned targeted inward investment activity, underpinned by strong analytics, to increase the volume and value of foreign direct investment and high value jobs for GM residents and reflecting Covid-19 related restrictions.
- Provide leadership, insight, marketing and communications to the GM Tourism, Hospitality & Leisure sector to support and recover the value and volume of the sector and economic impact and jobs for GM, recognising the potential ongoing Covid-19 restrictions.
- Manage the GM Convention Bureau, aiming to recover and support the Business Conferences & Sporting events sector and deliver the GM Business Tourism Strategy through marketing, researching and bidding for national and international conferences, noting the continuation of Covid-19 restrictions.

Further detail regarding the activities and milestones to be delivered are provided in section 5 – Part A of the full Business Plan (Delivering for Greater Manchester).

4. PERFORMANCE OVERSIGHT

Central to the GC operating model is collaborative working with stakeholders and partners, in particular Local Authorities. Strategic dialogue and performance reporting to the CA and individual LA's is fundamental to GC and will continue through 2021/22 and enhanced to include more frequent reporting of local outcomes for individual and business clients.

Quarterly performance reports are received by the GM LEP who, on behalf of GMCA, oversees performance of the Group on its GM outputs and outcomes.

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Date: 26 March 2021

Subject: GM Investment Framework, Conditional Project Approval and temporary delegation

Report of: Councillor David Molyneux, Portfolio Lead for Investment and Resources and Eamonn Boylan, Portfolio Lead Chief Executive for Investment

PURPOSE OF REPORT:

This report seeks Greater Manchester Combined Authority (“Combined Authority” and “GMCA”) approval for equity investments in Bankifi Technology Limited (“Bankifi”); and Dr Fertility Limited (“Dr Fertility”); and approval for loans to Total Swimming Holdings Limited; Erlson Precision Holdings Limited (“Erlson”) and Waterside Places Limited - Islington Wharf Phase 4. The investments will be made from recycled funds.

Further details regarding the investments are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

In view of the prolonged timeframe between the Combined Authority’s meetings in March and May 2021, this report seeks approval to delegate authority to the Combined Authority Chief Executive in consultation with the Combined Authority Treasurer and the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding previously approved by the Combined Authority, for the period 27 March 2021 to 27 May 2021.

Any recommendations that are approved under the delegation will be reported to the next available meeting of the Combined Authority.

RECOMMENDATIONS:

The GMCA is requested to:

1. approve the funding application for Bankifi (equity investment of £700,000), and progress to due diligence;
2. approve the funding application for Dr Fertility (equity investment of £750,000), and progress to due diligence;

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

3. approve the funding application for Total Swimming Holdings Limited (an additional loan facility of £2,000,000) and progress to due diligence;
4. approve the funding application for Erlson Precision Holdings Limited (“Erlson”) (a loan facility of £500,000) and progress to due diligence;
5. approve the funding application for Waterside Places Limited (a loan facility of £8,000,000) and progress to due diligence;
6. delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the above companies, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investments at 1, 2, 3 4 and 5 above; and
7. delegate authority to the Combined Authority Chief Executive and the Combined Authority Treasurer, in consultation with the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding in the period 27 March 2021 to 27 May 2021. Any recommendations that are approved under the delegation will be reported to the next available meeting of the Combined Authority.

CONTACT OFFICERS:

Eamonn Boylan: eamonn.boylan@greatermanchester-ca.gov.uk

Steve Wilson: steve.wilson@greatermanchester-ca.gov.uk

Bill Enevoldson: bill.enevoldson@greatermanchester-ca.gov.uk

Equalities Implications:

Not applicable.

Climate Change Impact Assessment and Mitigation Measures:

None.

Risk Management:

The investments noted in this paper will be governed under the existing investment framework which includes several levels of review and ongoing monitoring of performance.

Legal Considerations:

The legal agreements will be based upon the existing templates for the GM Investment Fund, amended for the specific requirements of the individual funding arrangements.

Financial Consequences – Revenue:

There are no revenue implications.

Financial Consequences – Capital:

The proposed loans will be made from recycled funds.

Number of attachments to the report:

None.

Comments/recommendations from Overview & Scrutiny Committee:

None.

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?	NO PUBLIC DOMAIN RELEASE DATE: 26 MARCH 2036
GM Transport Committee	N/A
Overview & Scrutiny Committee	N/A

1. INTRODUCTION/BACKGROUND

- 1.1 The Combined Authority maintains and develops a pipeline of projects submitted by applicants seeking funding from the Combined Authority's Core Investment Funds allocation. These projects are assessed against criteria based on the GM Investment Strategy, developed to underpin the economic growth of Greater Manchester. A condition of investment is that the companies sign up as a supporter of the Greater Manchester Good Employment Charter.
- 1.2 This assessment incorporated:
- a) an appraisal by the GM Core Investment Team; and
 - b) a review by a sub-group of GM Chief Executives.

2. INVESTMENTS RECOMMENDED FOR APPROVAL IN PRINCIPLE

2.1 Bankifi Technology Limited (“Bankifi”), Manchester Sector: Digital and creative

The business case in respect of a £700,000 equity investment into Bankifi has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for conditional approval.

Bankifi has produced two core business administration products which will be used by micro and small businesses. The products will be principally sold to banks to be offered to their business account holders.

Bankifi’s products are ready for sale and are in the initial stages of release. The business administration package has been sold to a long-established high-street bank which is now in the process of integrating the product into its service offering to its account holders. This anchor customer has been key to the business and adds credibility to its potential customers that it can deliver solutions to banks.

The investment is part of a larger round totalling £2.1m and is to fund the employment of operational customer service staff and expand the Company’s infrastructure. The business expects to create 28 posts by the end of 2022.

2.2 Dr Fertility Limited (“Dr Fertility”), Manchester Sector: Digital & Creative, Life Sciences

The business case in respect of a £750,000 equity investment into Dr Fertility has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for conditional approval.

Dr Fertility combine fertility education, products and services in a single online platform to support people wherever they are on their fertility journey.

Dr Fertility is registered with the Care Quality Commission (CQC) as an online primary care provider for fertility, this enables them to provide medical advice through video consultations, diagnostic testing and treatments.

The business currently employs 9 individuals in Manchester and is forecast to employ 21 further individuals over 2 years, particularly in skilled roles such as digital marketing, compliance and patient safety. Significant investment in people will provide a strong base for the business to further expand.

The investment is as part of a larger round totaling £1.5m, and is to fund new employment, marketing and working capital.

2.3 Total Swimming Holdings Limited, Bury Sector: Leisure

The business case in respect of Total Swimming Holdings Limited (an additional loan facility of £2,000,000) has been submitted to, and appraised by, the Core Investment

Team and, subject to the outcome of further due diligence, is recommended to the Combined Authority for conditional approval.

Total Swimming Holdings Ltd is the holding company for a group of swim-provision businesses, including Swim Sports Company Limited, which received a loan of £500,000 from the GMCA in November 2019. The Group employs 30 staff at their head office in Bury, with a further 12 staff at their Oldham facility which opened in July 2020. Despite the pandemic, management demonstrated that the business model is resilient and are now looking to roll-out 5 additional sites, including two in GM, adding much needed learn to swim provision in the region.

The management team has good experience in delivering both the fit-out and operation of the facilities, and also in providing a high quality of service in the learn to swim provision, providing a sound business model and has demonstrated this in the delivery of the Oldham site and the site in Warrington. This provision will support the high-level of demand for these services in the area, and lead to improved health outcomes for children.

The capital expenditure and working capital requirements of opening the new facilities will total £3,000,000 and in order to deliver it, the business has requested a term loan of £2,000,000 from the GMCA, to be matched by £1,000,000 from the business.

2.4 Erlson Precision Holdings Limited (“Erlson”), Trafford Sector: Advanced Manufacturing

The business case in respect of a £500,000 loan into Erlson has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for conditional approval.

Erlson is an established manufacturer of precisely engineered parts for truck & car engines, aeroplanes, and parts for air conditioning units with a blue chip customer base. Following a difficult trading year in 2020 due to the pandemic, the business has seen a return to previous trading levels over recent months.

The Group is based across 3 sites – one in Skelmersdale, Lancashire (7,000 sqm, 147 employees), and 2 sites in Altrincham, Trafford (110 employees, 4,500 sqm). The Altrincham site focuses on the manufacture of turbocharger compressor wheels and air conditioning impellers from aluminium along with castings for the aerospace, defence and oil & gas sectors.

The funding is to provide the business with working capital headroom and leverage a £3m private sector funding package, and will support the retention of 110 jobs at Erlson’s Altrincham site.

2.5 Waterside Places Limited - Islington Wharf, Manchester Sector: Property

Waterside Places is seeking a loan of £8m from the recycled Growing Places Fund, alongside a loan of £8.3m from the GM Housing Investment Loan Fund (as set out in the recommendation paper for the GMHILF), for the construction of 106 apartments in New Islington, Manchester. Planning permission was granted in August 2020.

The loan will deliver the fourth and final phase of a long term redevelopment programme of sites in a strategic location. There is no affordable housing or Section 106 requirement as a result of the price paid to acquire the site being fixed under an historic agreement which predates the City Council's Affordable Housing Supplementary Planning Document (SPD) of 2008 (i.e. the price was based on planning consent with no provision for affordable housing) and is therefore exempt from the requirements set out in the adopted SPD, together with a viability appraisal which demonstrates that the scheme is not commercially viable if a requirement for affordable housing/a Section 106 contribution is introduced.

- 2.6 Further details regarding the investments are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

3. DELEGATION

- 3.1 A delegation is sought to allow urgent recommendations for funding to be conditionally approved in the period between the Combined Authority's March and May 2021 meetings. It is proposed that authority be delegated to the Combined Authority Chief Executive and the Combined Authority Treasurer in consultation with the Portfolio Lead for Investment and Resources to approve projects for funding and agree urgent variations to the terms of funding previously approved by the Combined Authority.
- 3.2 Any recommendations approved under the delegation will be subject to the usual due diligence processes and will be reported to the next available meeting of the Combined Authority.

Date: 26 March 2021

Subject: A Review of Remuneration for the Elected Mayor of the Greater Manchester Combined Authority (GMCA) and the Independent Members/Person appointed to the GMCA Audit and Standards Committees

Report of: Liz Treacy, Monitoring Officer for the GMCA

PURPOSE OF REPORT:

To report the recommendations of the GM Independent Remuneration Panel in relation to the remuneration of the GM Elected Mayor and the Independent Members/Person of the GMCA Audit and Standards Committees and to determine those allowances.

RECOMMENDATIONS:

The GMCA is requested to:

1. Approve that the remuneration of the GM Mayor remains at £110,000.
2. Approve that the allowances paid to the Independent Members on the GMCA Audit and Standards Committees and Independent Person (Standards) remain unchanged.
3. Approve the indexation of the remuneration of the GM Mayor and the allowances paid to the Independent Members and Independent Person (Standards) as set out in the report of the Independent Remuneration Panel.
4. Agree that a review of remuneration of these positions is undertaken again in early 2024 before the next Mayoral term begins.
5. Note the Independent Remuneration Panel's views and recommendations relating to the current pension position of the GM Mayor and current legislation.

CONTACT OFFICERS:

Liz Treacy, Monitoring Officer, GMCA.

Equalities Implications:

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

N/A

Climate Change Impact Assessment and Mitigation Measures –
N/A

Risk Management:

N/A

Legal Considerations:

Legal considerations are set out in paragraphs 1.1 and 1.2 of the report.

Financial Consequences – Revenue:

The Panel recommendation is that the remuneration of the GM Mayor and Independent Members/Person on the GMCA Audit and Standards Committees is indexed at the NJC annual percentage salary increase.

Financial Consequences – Capital:

There will be no capital financial consequences.

Number of attachments to the report: 1

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

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

1. INTRODUCTION

- 1.1 The Greater Manchester Combined Authority Order 2011, as amended by the GMCA (Amendment) Order 2015 and the GMCA (Functions and Amendment) Order 2017 provides for the appointment of a GMCA Independent Remuneration Panel (IRP). At their meeting on 24 February 2017 the GMCA agreed to establish in accordance with relevant statutory provisions, its own Independent Remuneration Panel
- 1.2 The Order as amended, and the subsequent Greater Manchester Combined Authority (Amendment) Order 2018, provides that the GMCA may pay an allowance to the Elected Mayor and Independent Members appointed to its committees subject to the following conditions:
 - a) that the GMCA has considered recommendations made by the IRP which contains recommendations for such an allowance; and
 - b) that the allowance paid by the GMCA does not exceed the amount specified in the recommendation made by the independent remuneration panel.

2. INDEPENDENT REMUNERATION PROCESS

- 2.1 Membership of the Greater Manchester Independent Remuneration Panel consists of:
 - Dr Declan Hall –Independent Chair
 - Clive Mermott – Chamber of Commerce
 - Kevin Lucas – Trade Union Congress
- 2.2 The Panel was convened in late 2019 to begin the process of reviewing the remuneration for the GM elected mayor and independent members. Their final report was completed in March 2020 but was not considered by the GMCA at that time due to the Covid 19 pandemic which meant that the March 2020 GMCA meeting did not take place, and thereafter also the delay to the Mayoral election.
- 2.3 The Panel formally convened to conduct the review on the 6 and 11 February 2020 where it interviewed members of the GMCA and relevant officers. All GMCA members were invited to meet with the Panel. In addition, they were also sent a short questionnaire or 'aide memoir' so that those GMCA Members who were unable or did not wish to meet with the Panel were given the opportunity to make a written submission.
- 2.4 The Panel wishes to thank those Members and officers who assisted them with their review and submits its recommendations for consideration by the GMCA.

3. RENUMERATION PANEL RECOMMENDATIONS

- 3.1 The recommendations of the GMCA's Independent Remuneration Panel are –
 - a) The Panel recommends that the remuneration of the GM Mayor remains at £110,000, subject to indexation going forward.

- b) The Panel recommends that the GM Mayor has access to an appropriate pension scheme that provides for an employer's contribution equivalent to that made to the pension scheme for Police and Crime Commissioners (it should be noted that The Panel sets out the legal position at paragraphs 39 to 45 of its report and notes that currently there are no legal powers to do so).
- c) The Panel received no evidence to revisit the allowances of the Independent Members and Independent Person (Standards) and recommends that they remain unchanged subject to continuing indexation.
- d) The Panel also recommends that the remuneration of the Independent Members and Independent Person (Standards) continues to be indexed on the current basis, namely the same annual percentage increase that is applied to staff salaries as published each year by the National Joint Council (NJC) for Local Government Services. For clarity, the relevant reference point is now Spinal Column Point 43 (2019).
- e) The Panel recommends that the remuneration of the GM Mayor and Independent Members/Person on the GMCA Audit and Standards Committees is indexed at the NJC annual percentage salary increase, specifically with reference to Spinal Column Point 43 (2019) as explained in paragraph 52.
- f) The Panel further recommends that the index is applied to the same year that it applies to Officers. This is normally from 1st April to 31st March. Where the index is applicable to Officers for more than 1 year it should also be applicable to Members for the same period.
- g) The Panel further recommends that the Mayoral and other GMCA allowances are reviewed in early 2024 to be applicable from the beginning of the Mayor's term in May 2024.
- h) The Panel recommends that the recommendations contained in this report are implemented with effect from the date of the GM Mayor taking up the new term of office.

Appendix 1 – full report of the Independent Remuneration Panel – March 2020.

A Review of Remuneration

For the

Elected Mayor

Of the

**Greater Manchester Combined
Authority (GMCA)**

And the

Independent Members/Person

Appointed to the

**GMCA Audit and Standards
Committees**

By the

Independent Remuneration Panel

**Dr Declan Hall (Chair)
Kevin Lucas
Clive Memmott**

March 2020

Introduction: The Regulatory Context – the GMCA

1. This report contains the recommendations made by the independent remuneration panel (Panel or IRP) appointed by the Greater Manchester Combined Authority (GMCA) to make recommendations to the GMCA on the remuneration of the elected Mayor (the Mayor) of Greater Manchester Combined Authority and the Independent Members and Independent Person appointed to the GMCA Audit and Standards Committee.
2. The Greater Manchester Combined Authority was established under the *Greater Manchester Combined Authority Order 2011* (SI 2011/908). The GMCA covers the ten metropolitan boroughs that make up Greater Manchester. The Order provided for each constituent council to appoint one formal member of the GMCA. These are the Leaders (or elected Mayor in the case of Salford) of the ten Greater Manchester Councils and also constitute the GMCA 'cabinet' in that they each hold a Greater Manchester-wide policy portfolio alongside representing their local authority. The office of the elected Mayor of Greater Manchester (GM) was established in 2017 through the *Greater Manchester Combined Authority (Election of Mayor with Police and Crime Commissioner Functions) Order 2016* (SI No. 2016/488).

The GMCA Independent Remuneration Panel

3. The *Greater Manchester Combined Authority Order 2011* (as amended by *The Greater Manchester Combined Authority (Functions and Amendment) Order 2017 [SI 2017/612]*) established the statutory remuneration framework for the GMCA. It provides authority for the GMCA to establish an Independent Remuneration Panel (or Panel) to make recommendations for the remuneration of the GMCA elected Mayor. The GMCA cannot pay more than the Panel recommends although it may pay less.
4. The *Greater Manchester Combined Authority (Amendment) Order 2018* provides powers for the GMCA to remunerate Members of committees and sub-committees of the GMCA who are not elected Members of the constituent councils after receiving recommendations from this Panel. This 2018 Amendment Order also specifies that the GMCA cannot pay a higher level of allowances than that recommended by the Panel, although the GMCA can pay less than is recommended if it so decides.

The Terms of Reference for the Review

5. When the Panel reviewed the remuneration of the yet to be established post of GM elected Mayor in 2017 it recommended that the:

Mayoral allowance is reviewed in 2020 to be applicable from the beginning of the Mayor's term in May 2020. The Panel will then be able to reassess the role in the light of experience of how the role and devolution in GM has evolved and

taking into account any other structures and posts that will be required to deliver the responsibilities and functions of the GMCA and elected Mayor.¹

6. This recommendation was adopted by the GMCA (28th April 2017). Consequently the Panel reconvened to review the GM Mayor's remuneration after the completion of their first (3 years in the first instance) electoral cycle.
7. Similarly, in April 2018 the Panel also reviewed the remuneration of the
 - 2 Independent Members appointed the GMCA Audit Committee
 - 1 Independent Member appointed to the GMCA Standards Committee
 - The statutory post of Independent Person for Standards
8. In the interests of efficiency the Panel was asked to reconsider these posts after experience of their roles since they were set in accordance with the recommendations of the Panel in its review of March 2018.

The Panel

9. The members of the Panel are:
 - Dr Declan Hall (Chair): a former lecturer at the Institute of Local Government, the University of Birmingham, currently an independent consultant who specialises in Members Allowances and support
 - Clive Memmott: Chief Executive of Greater Manchester Chamber of Commerce
 - Kevin Lucas: Regional Manager UNISON North West, representing the Trade Union Congress (TUC)
10. Administrative support to the Panel was provided by Nicola Ward, Senior Governance & Scrutiny Officer, GMCA.

How the Panel approached the review

11. The Panel met at the Offices of GMCA at Churchgate House, Oxford Street, Manchester on the following occasions:
 - 19th December 2019 - scoping meeting
 - The purpose of this meeting was to be briefed by relevant Officers of the GMCA to scope and plan the review and determine the information the Panel required to conduct the review. It was at these sessions that the Panel received updates and briefings on the GMCA.

¹ See GMCA IRP Report, A Review of the Remuneration for the elected Mayor of the Greater Manchester Combined Authority, April 2017, paragraph 46

- 6th and 11th February 2020 – formal meetings of the Panel
 - It was at these two meetings that the Panel formally convened to
 - Hear representations from Members and consider written representations
 - Receive further briefings from relevant Officers
 - Consider benchmarking data
 - Review changes in GMCA Constitution and impacts on the roles under review
12. All GMCA Members were invited to meet with the Panel for the formal meetings. In addition, they were also sent a short questionnaire or 'aide memoir' so that those GMCA Members who were unable or did not wish to meet with the Panel were given the opportunity to make a written submission if they so wished. The aide memoir was also used as the framework for discussions with Members thus ensuring they were all asked the same set of questions.
13. For further details on the range of evidence the Panel considered in its deliberations and in arriving at its recommendations see:
- Appendix 1: sets out the list of range of information that was formally presented to and considered by the Panel and sent to the Panel prior to its formal meeting
 - Appendix 2: Members who made representations to the Panel
 - Appendix 3 the Officers who provided factual briefings to the Panel
 - Appendix 4: Benchmarking data (BM1-3) reviewed by the Panel

The GM Mayor – Setting the context for current remuneration in 2017

14. In advance of the first election of the GM Mayor in May 2017 the Panel made a recommendation to the GMCA for a remuneration of £110,000 to be paid from date of post holder getting elected. On the grounds of transparency the GMCA wanted to ensure that the remuneration for the GMCA elected Mayor was known prior to the election. The remuneration of the GM Mayor remains at £110,000;
15. The dilemma for the Panel at the time was to assess the role in the absence of experience. As such the remuneration of £110,000 was set with reference to the remuneration of the GM PCC which was set by the Senior Salaries Review Board (SSRB) at £100,000. As the GM elected Mayor was to assume responsibilities for Police and Crime Commissioner functions this established a base-line figure which the Panel simply uplifted by £10,000 to recognise the additional responsibilities.
16. The logic behind the £110,000 recommendation was that by definition the role had to be larger than that of the Police and Crime Commissioner – as (uniquely) the GM Mayor would have more powers and responsibilities.

17. The questions for the Panel in this review are the extent to which the role and responsibilities of the GM Mayor have
- Significantly changed or evolved in different fashion from that envisaged
 - Compare to other Metro Mayors

The evolving role of the GMCA and GM Mayor

18. The GMCA has taken on more functions which now include
- Transport
 - Economic development, regeneration and housing
 - Strategic spatial planning
 - Skills and training
 - Police and Crime
 - Fire and Rescue
 - Waste
 - Public health
19. Not all these functions have been assigned to the GMCA since 2011. Broadly speaking it started with economic and transport powers, expanding to police, fire and waste and more recently public health (2017 Public Health Order) and expanded powers regarding bus franchising, smart ticketing and partnership arrangements with bus operators.
20. All functions are GMCA functions but some functions are exercisable only by the GM Mayor. The default position is that functions are non-mayoral unless specified as mayoral in an order or other enactment. The main mayoral functions include
- PCC functions
 - Fire and rescue functions
 - Preparation of spatial development strategy (but needs approval of all 10 other GMCA members)
 - Preparation of the Local Transport Plan (LTP) and policies (but the LTP needs approval of at least 7 GMCA Members who may amend it).
 - Powers to designate areas of land as mayoral development areas leading to the establishment of mayoral development corporations (MDCs) (but needs consent of GMCA member(s) for area concerned)
 - Control of 'earn-back' monies (£30 million per year)
 - Control of Housing Investment Fund (£300 million)
 - Following the enactment of Bus Services Act 2017 and the Transport Order coming into force, exercise of functions in relation to bus services
21. By and large the acquisition of these powers and functions were anticipated at the time of the last review and have not significantly changed or evolved in different fashion from that envisaged.

Mayoral 'Soft' Powers and Leadership Skills

22. The Panel also anticipated that in addition to the (evolving) responsibilities of the GMCA and the 'hard' powers exercisable by the Mayor there is the more ill-defined or 'soft' powers that the Mayor exercises. The mandate arising from being directly elected on a GM-wide basis provides the Mayor with a unique platform to represent the GMCA to the rest of the world and be the public face of the Authority on a regional, national and international level.
23. This makes the role of GMCA elected Mayor broader than an executive mayor of a principal council; the GM Mayor is required to act as an advocate for the GMCA and work across the ten GM constituent councils and with their Leaders. The GM Mayor continues to work in accordance with the template set by the GM Interim Mayor by strengthening relationships with the other Leaders and GM stakeholders and build cohesion to develop collective understanding of the GMCA, in line with the agreed protocols.
24. Two key examples are
 - The Greater Manchester Strategy – which sets out the vision for the GM region and has been written by the GM Mayor, all 10 GM Councils, the NHS, transport, the police and the fire service, with help from business, voluntary, community and social enterprise organisations, and members of the public.
 - The Growth and Reform Plan for Greater Manchester – which builds upon a history of collaboration amongst local authorities, other public service providers and business leaders in GM. It aims to deliver the vision set out in the Greater Manchester Strategy. It was a driver in developing the Greater Manchester Model of Service Delivery that is place-based and supported by devolved integrated public service teams.
25. The GM Mayor is expected to take a lead to continue and develop these relationships with the Greater Manchester Strategy and Growth and Reform Plans being but two examples of where the GM Mayor has taken a leading role without necessarily having more formal designated powers over and above that of the other stakeholders. There are a number of other areas that are not specifically designated mayoral functions, whether it is representing the GMCA to Ministers or representing the GMCA on the GM Local Enterprise Partnership and on other strategic bodies as needed.
26. If anything it is this aspect of the role of GM Mayor that has grown more than anticipated. The Mayor has been called upon to take on a wider regional (i.e., Northern) role and has become the public face of GM. The GM Mayor has become the main point of public accountability for GM and the region. This can be in response to major events of public interest or simply seen as the 'go to' office holder for the media when they want a GM response on topics of regional interest such as HS2 or a whole plethora of issues that are seen as having a GM impact even where the GM Mayor is not directly responsible for such issues.
27. An element of enhanced regional role and sharpened accountability may be down to having an active GM Mayor but irrespective of the individual who may hold the post the nature of the GMCA is such that the profile of the GM Mayor would be significant regardless. It produces a Greater Manchester Strategy whole place

and people approach and partnership style of working. The GM Mayor has become the principal champion and spokesperson for GM on both the national and international stage.

28. This is particularly in contrast to other Metro Mayors who do not have the same range of powers. Moreover, the role of elected Mayor will continue to evolve as devolution rolls out generally and in Greater Manchester in particular, which has the most developed devolved arrangements of all Combined Authorities.
29. None of this in itself is necessarily a reason to revisit current remuneration of the GM Mayor. The Panel understands that a unique post such as the GM Mayor would always continue to evolve and develop in a different fashion to other English Metro Mayors, who are more limited in their powers but it does endorse at the very least the original assessment of the role and recommended remuneration in 2017.

Benchmarking - other comparable roles GM Leaders/Mayor, English Mayor and Metro Mayors

30. Meaningful benchmarking is difficult as the role of GM Mayor is unique. Nonetheless, the Panel undertook an extensive benchmarking exercise to test out the current remuneration of the GM Mayor. Benchmarking shows that the remuneration of the GM Mayor is above that of
 - A. Elected Mayors of other English principal councils – see appendix 4 (BM1)
 - B. Other GM Leaders – see appendix 4 (BM2)
 - C. Elected Mayors of other Combined Authorities
31. In the case of A. other GM Leaders/Salford Mayor and B. Elected Mayors of English principal Councils the Panel concluded that these roles are not relevant for benchmarking purposes. While it is acknowledged that local government Leaders and elected Mayors of English principal councils have extensive executive powers within their respective authorities the size and remit of the GMCA and nature of the role and responsibilities of the GM Mayor are more extensive in scale.

Elected Mayors of other English Combined Authorities

32. More Combined Authorities remunerate their elected mayors than was the case at the time of the 2017 review. The current remuneration of other Metro Mayors are as follows

• Greater Manchester	£110,000
• Liverpool City Region	£89,000
• West Midlands	£79,000
• Cambridgeshire & Peterborough	£75,000
• West of England	£65,000
• North of the Tyne	£65,000
• Tees Valley	£38,500

33. While the remuneration of the GM Mayor is the highest of all Combined Authority Mayors the Panel feels that this is appropriate for a number of reasons; when compared to other English CAs:
- The GMCA one of the largest in population and budget, with only the West Midlands CA being similar on both counts
 - The GMCA is more developed in terms of range of responsibilities
 - The GM Mayor has more powers and responsibilities e.g. Fire & Police and Crime functions
34. Given the powers of the GM Mayor £110,000 represents value for money when for instance compared to the West Midlands CA. The WM Mayor is paid £79,000 but the West Midlands also retain a separately elected Police and Crime Commissioner who is paid £100,000 (excluding pension provision).

Comparing GM Mayor to a Junior Minister

35. One analogous role to the GM Mayor that came out of the representation was that of a Government Minister. It is noted that Junior Ministers are paid £113,555.² This analogy has some merit as the remuneration (£100,000) of the top tier PCCs (including GM) was originally set by the Senior Salaries Review Board (SSRB) by reference to the salary of a UK Government Minister of State. In turn the Panel used the remuneration of the top tier PCCs as the baseline for its recommended GM Mayoral remuneration in 2017.

Evidence from the representation received and the Issue of a Pension

36. There was consensus in the representation to the Panel that the remuneration of the GM Mayor did not require revising. The role might have become larger particularly in relation to the wider networking and advocate roles but most of that was to be expected in any case.

The Panel's recommendation

37. Thus bearing in mind the evolution of the role of the GM Mayor has developed as broadly expected, the representation received and benchmarking the Panel has concluded that the direct remuneration of the GM Mayor should remain at £110,000 subject to indexation going forward (see section on indexation below).
38. **The Panel recommends that the remuneration of the GM Mayor remains at £110,000, subject to indexation going forward.**

Issue emerging – The role of GM Mayor not being pensionable

39. An issue that emerged from one representation made to the Panel highlighted the fact that the GM Mayor has no access to a pension scheme that attracts an

² This figure includes MPs salary of £79,468 plus an additional £34,468 for being a Junior Minister

employer's contribution. It was felt that this was inequitable and a potential barrier to public service.

40. This inequity was particularly noticeable considering that all Police and Crime Commissioners (PCCs) have access to the Local Government Pension Scheme (LGPS). The GM Interim Mayor was able to join the LGPS by virtue of also being the GM PCC. Since the GM Mayor became directly elected in May 2017, the GM Mayor has replaced the GM PCC and is responsible for all PCC functions. In particular the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017 (SI470) provides for the GM Mayor to be treated in relation to the Mayor's PCC functions, as a police and crime commissioner for the purposes of all police and crime commissioner enactments. However, although the GM Mayor exercises PCC functions the Mayor is not a corporation sole PCC and the relevant provisions for PCC access to the LGPS have been dis-applied.
41. Thus in effect the GM Mayor for all intent and purposes is the PCC for Greater Manchester but unlike other PCCs is not able to join the LGPS.
42. This puts benchmarking against PCCs in a different light. The top remuneration band for PCCs is £100,000.³ The employer contribution rate for the LGPS, which PCCs are eligible to join, is 21.2%⁴, which produces a total remuneration package of £121,200 once the employer's contribution is included. This is for a role that is more limited in scope and responsibilities than that of the GM Mayor.
43. The Panel further noted that access to the LGPS for the London Mayor and Members of the Greater London Assembly was discontinued from 1st April 2014, although those who were Members could stay in the LGPS up to the end of their term of office. This removal of access to the LGPS also applied to all English Councillors, although Councillors in the devolved nations retain access to the LGPS. However, in London under provisions of the Greater London Authority Act 1999 (section 26) the Mayor and members of the Assembly may still be entitled to other pension provision. Such alternative provision has been made and from 1st January 2018 pensions for elected Members are provided under a Master Trust Pension Scheme and administered by Aviva, for Members who choose to join it.
44. The Panel was advised that that there is no express statutory provision akin to section 26 of the Greater London Authority Act 1999 that would permit the GMCA to make provision for the payment of a pension to the GM Mayor on a similar basis.
45. Nonetheless, the Panel feels that it should push the issue to try and address this anomaly, namely the GM Mayor is responsible for GM police and crime functions but cannot join the LGPS whereas all other PCCs can. As such the Panel is making a recommendation in this regard that leaves it to the GMCA to seek further ways for the GM Mayor to have access to a pension.

³ Only the PCC for the West Midlands and West Yorkshire are currently in this band

⁴ GMCA Statement of Accounts 2018/19 page 111

46. **The Panel recommends that the GM Mayor has access to an appropriate pension scheme that provides for an employer's contribution equivalent to that made to the pension scheme for Police and Crime Commissioners.**

The Independent Members and Independent Person (Standards)

47. Currently the GMCA pay the Independent Members/Person as follows:

Audit Committee

- Independent Chair £3,787
- Independent Member £1,515

Standards Committee

- Independent Member £1,149
- Independent Person (Standards) £919

48. This remuneration was set following a review of the allowances for Independent Members appointed to the GMCA Audit and Standards Committee and the Independent Person for Standards by the Panel in early 2018 (See March 2018 Report). These allowances were recommended by paying regard to the rates paid to equivalent post holders at Manchester City Council.
49. The only material change since the 2018 is the intention for the Audit Committee to move from an Independent Chair to an elected Member Chair (from one of the constituent GM Councils). Regardless, to future proof the allowances scheme the Panel has continued to make a recommendation for an Independent Chair of the Audit Committee.
50. **The Panel received no evidence to revisit the Independent Members and Independent Person (Standards) allowances and recommends that they remain unchanged subject to continuing indexation.**
51. **The Panel also recommends that the remuneration of the Independent Members and Independent Person (Standards) continues to be indexed on the current basis, namely the same annual percentage increase that is applied to staff salaries as published each year by the National Joint Council (NJC) for Local Government Services. For clarity, the relevant reference point is now Spinal Column Point 43 (2019).**

Indexation

52. Currently the remuneration of the Independent Members/Person is automatically uplifted annually in accordance with the annual percentage increase (spinal column point 43) in salary for local government staff. This known as the 'NJC' index as it is set and published each year by the National Joint Council for Local Government Services, the employers/employee joint negotiating body.

53. In the previous review of 2017 the Panel did not recommend that the remuneration of the GM Mayor should be indexed. It was known at the time that the Panel would be reviewing the GM Mayor's remuneration three years hence.
54. The principle of indexation is now generally adopted across local government and other local authorities. An annual uprating of allowances by an appropriate index ensures they do not lose value over time and avoids the need for sizeable increases on a periodic basis simply to stand still.
55. More specifically the Panel notes that there is provision for the indexation of allowances in at least 8 of the 10 GM constituent councils. Thus, nearly all other GMCA Members (Leaders/Salford elected Mayor) have their SRAs indexed or at least have the opportunity to do so. The NJC index is also the most common indexation mechanism at the GM Councils. It has the advantage of treating elected Members and Officers equally in applying an appropriate annual uplift to their allowances/salary.
56. Consequently, the Panel has decided that it is now appropriate to treat the remuneration of the GM Mayor on the same basis when it comes to indexation on the following grounds:
- The remuneration of the GMCA Independent Members/IP is indexed
 - The allowances of the GMCA Leaders/Salford Mayor are indexed in at least 8 out of 10 cases
 - It is a generally accepted principle across local government and the public sector
57. **The Panel recommends that the remuneration of the GM Mayor and Independent Members/Person on the GMCA Audit and Standards Committees is indexed at the NJC annual percentage salary increase, specifically with reference to Spinal Column Point 43 (2019) as explained in paragraph 52.**
58. **The Panel further recommends that the index is applied to the same year that it applies to Officers. This is normally from 1st April to 31st March. Where the index is applicable to Officers for more than 1 year it should also be applicable to Members for the same period.**

A future review

59. The GM Mayor will from May 2020 be elected on the normal four year cycle. As such the appropriate time to review the GMCA allowances in the future will be prior to the election of the GM Mayor in 2024.
60. **The Panel further recommends that the Mayoral and other GMCA allowances are reviewed in early 2024 to be applicable from the beginning of the Mayor's term in May 2024.**

Implementation of Recommendations

61. **The Panel recommends that the recommendations contained in this report are implemented with effect from the date of the GM Mayor taking up the new term of office.**

Appendix One: List of Information considered by the Panel

1. Independent Remuneration Panel, A Review of Remuneration for the Elected Mayor of Greater Manchester Combined Authority, April 2017
 - a. Including minutes of GMCA meeting on 28th April 2017 that considered and approved recommendation of the Panel
2. Independent Remuneration Panel, A Review of Allowances for Independent Members Appointed to the Greater Manchester Combined Authority Audit and Standards Committees and the Independent Person (Standards), March 2018
 - a. Including minutes of GMCA meeting on 29th March 2018 that considered and approved the recommendations of the Panel
3. Presentation to the IRP on the GMCA by Gwynne Williams, Deputy Monitoring Officer for the Greater Manchester Combined Authority
4. GMCA Constitution, 28 June 2019 with particular reference to
 - a. Part 1 – Introduction and Articles
 - b. Part 2 – Functions of the GMCA
 - c. Part 3 – Responsibility for Functions
 - d. Part 4 – Committees
 - e. Part 8 – Members’ Allowances
5. The Greater Manchester Combined Authority Order 2011 (SI 2011/908) 1 April 2011, updated July 2012
6. The Greater Manchester Combined Authority (Amendment) Order 2015 (SI 2015/960)
7. The Greater Manchester Combined Authority (Amendment) Order 2015 (SI 2018/444)
8. The Greater Manchester Combined Authority (Public Health Functions) Order 2017 (SI 2017/1180)
9. The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order SI 2017/68
10. The Combined Authorities (Mayoral Elections) Order 2017 (SI2017/67)
11. The Greater Manchester Combined Authority (Adult Education Functions) Order 2018 (SI 2018/1141)
12. The Greater Manchester Combined Authority (Functions and Amendment) Order 2019 (SI 2019/793)
13. Report of Andy Burnham GM Mayor to GMCA Resources Committee, Combined Chief Executive Officer – GMCA and TfGM, 31 May 2019

14. The Greater Manchester Model, White Paper on unified public services for the people of Greater Manchester, July 2019
15. GMCA meetings schedule 2019/20 including appointments
16. GMCA Portfolio Responsibilities
17. Copies of written submissions from Members,
 - a. Also served as an aide memoir - interview framework for interviews with GMCA Members
18. GMCA Annual Report, July 2019
19. National Joint Council, for Local Government Services, 2018 and 2019 Payscales & Allowances, 10th April 2018
20. Copies of allowances schemes and remuneration for from
 - a. Police and Crime Commissioners
 - b. Members of the devolved assemblies/Parliament
 - c. MPS and Government Ministers
 - d. NHS Trusts – Chair and Non-Executive Directors
 - e. GLA and Other London-wide Public Bodies
 - f. 10 GM Metropolitan Councils
 - g. 11 English (principal) Councils with elected Mayors
 - h. 7 Combined Authorities, including recent allowances reports namely
 - i. North of the Tyne Combined Authority IRP Report January 2019
 - ii. West of England Combined Authority IRP Reports September 2019 and January 2020

Appendix Two: Member Representations to Panel – Members

Members⁵

Andy Burnham	GM Mayor
Cllr D. Greenhalgh	GMCA Portfolio Lead for Culture, Leader of Bolton Council (Conservative)

Members who made a written submission/comments to the Panel

Cllr A. Brett	GMCA Portfolio Lead for Community, Voluntary & Co-Ops, Leader of Rochdale Council (Labour)
Cllr Sir Richard Leese	GMCA Deputy Mayor and Portfolio Lead for the Economy, Leader Manchester City Council (Labour)
Cllr D. Molyneux	GMCA Portfolio Lead for Resources, Leader of Wigan Council (Labour)
Cllr A. Western	GMCA Portfolio Lead for Green City Region, Leader of Trafford Council (Labour)
Cllr E. Wilson	GMCA Portfolio Lead for Digital City Region, Leader of Stockport Council (Labour)

⁵ The GM Mayor and GMCA Lead for Culture made oral representations via teleconferencing

Appendix Three – Officers who briefed the Panel

Eamonn Boylan ⁶	Chief Executive, GMCA
Julie Connor	Assistant Director, Governance & Scrutiny, GMCA
Richard Paver	Treasurer, GMCA
Gwynne Williams	Deputy Monitoring Officer GMCA
Liz Treacy	Monitoring Officer, GMCA
Nicola Ward	Senior Governance & Scrutiny Officer, GMCA

⁶ Via teleconferencing

Appendix Four: Benchmarking Data

BM1 Remuneration English Elected Mayors Principal Councils March 2020			
Comparator Council	Basic Allowance	Elected Mayor	Elected Mayor Total
Bedford	£10,425	£52,127	£62,552
Bristol (20/21)	£13,946	£65,522	£79,468
Doncaster	£12,862	£51,449	£64,311
Hackney	£10,679	£70,782	£81,461
Leicester*	£10,767	£64,233	£75,000
Lewisham	£10,209	£67,513	£77,722
Liverpool	£10,077	£71,830	£81,907
Middlesbrough	£6,506	£65,056	£71,562
Newham	£11,059	£71,561	£82,620
N. Tyneside	£10,358	£55,161	£65,519
Salford	£11,043	£54,654	£65,697
Tower Hamlets	£11,380	£66,650	£78,030
Mean	£10,776	£63,045	£73,821
Median	£10,723	£65,289	£76,361
Lowest	£6,506	£51,449	£62,552
Highest	£13,946	£71,830	£82,620
Notes	* Leicester recommended for 2020/21		

BM2 10 GM Council Leaders/Salford Elected Mayors Remuneration: Basic Allowance + SRA (March 2020)				
Comparator Council	Basic Allowance	Leader or Elected Mayor SRA	GMCA Related SRA	Leader & Elected Mayor Total
Bolton	£11,644	£31,294		£42,938
Bury	£8,708	£27,303		£36,011
Manchester	£17,322	£43,224		£60,546
Oldham	£9,709	£29,128	£5,825	£44,662
Rochdale	£10,451	£31,353	£5,500	£47,304
Salford	£11,043	£54,654		£65,697
Stockport	£10,430	£31,290		£41,720
Tameside	£12,231	£37,866		£50,097
Trafford	£6,754	£27,017	£9,979	£43,750
Wigan	£12,798	£48,484		£61,282
Median	£10,747	£31,324	£5,825	£45,983
Mean	£11,109	£36,161	£7,101	£49,401
Highest	£17,322	£54,654	£9,979	£65,697
Lowest	£6,754	£27,017	£5,500	£36,011

GMCA BM3: Salaries other public posts benchmarked – March 2020 (unless indicated otherwise)

UK/Devolved Nations – elected representatives

• UK MPs:	£79,468
• Minister of State (UK)	£113,555 ⁷
• Member of the (NI) Legislative Assembly:	£50,050
• Member of the Scottish Parliament:	£63,579
• Member of the Welsh Assembly:	£67,649

GLA/Other London Public Bodies

• Mayor of London:	£152,734
• Statutory Deputy Mayor	£105,269
• Chair of London Assembly:	£70,225
• London Assembly Members:	£58,543
• Chair London Pension Funds Authority	£50,800

Elected Mayors Combined Authorities salaries

• Greater Manchester	£110,000
• Liverpool City Region	£89,000
• West Midlands	£79,000
• Cambridgeshire & Peterborough	£75,000
• West of England	£65,000
• North of the Tyne	£65,000
• Tees Valley	£38,500
• Sheffield City Region	No remuneration ⁸
• West Yorkshire	No elected mayor

⁷ MPs Salary £79,468 + Minister of State Salary £34,087 (April 2019)

⁸ Post holder is also an MP and draws MPs salary only

NHS – Non Executive Appointments Remunerations

- NHS Non-Executive £11,500 (1 April 2020)
- NHS Trust Chair £35-£40,000 (2018/19)⁹
£55,500 (minimum 1/04/21)
£60,000 (minimum 1/04/22)

Police and Crime Commissioners

- West Midlands & West Yorkshire
Police & Crime Commissioner £100,000¹⁰
- Where a PCC also has responsibility for fire £3,000 extra

⁹ UHL Full Annual Report 2018-19, p.31

¹⁰ SSRB recommended 2% increase across the board in 2018 but only implemented for four lower bands

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