

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Friday, 17th December, 2021

TIME: 11.15 am

VENUE: Hollingworth Rooms A & B, Rochdale Council Offices,
No.1 Riverside, Rochdale, OL16 1XU

Wi-Fi : RMBC-Public
Open the web browser and login from your own email address.

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 in advance of the meeting.

4. Minutes of the GMCA meeting - 26 November 2021 5 - 16

To consider the approval of the minutes of the meeting held on 26 November 2021.

5. GMCA Audit Committee Minutes - 30 November 2021 - To Follow

To note the Minutes of the Audit Committee held on 30 November 2021.

6. Overview & Scrutiny Committees - December 2021 - To Follow

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

To note the minutes of the Overview and Scrutiny Committees held on:

- Housing, Planning & Environment – 9 December 2021
- Economy, Business Growth & Skills – 10 December 2021

7. GM Transport Committee - 10 December 2021 - To Follow

To note the minutes of the meeting of the GM Transport Committee held on 10 December 2021.

8. GMCA Appointments Update - To Follow

Report of Liz Treacy, GMCA Monitoring Officer.

9. Greater Manchester Strategy Refresh 17 - 166

Report of Andy Burnham, Mayor of Greater Manchester.

10. Integrated Rail Plan for the North and the Midlands 167 - 176

Report of Andy Burnham, Mayor of Greater Manchester.

11. GMCA Response to the Public Consultation on December 2022 Timetable Option to Improve Rail Performance in the North of England 177 - 184

Report of Andy Burnham, Mayor of Greater Manchester.

12. Youth Homelessness Prevention Pathfinder 185 - 206

Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.

13. GM Moving In Action - GM Moving Strategy 2021-31 207 - 256

Report of Andy Burnham, Mayor of Greater Manchester.

14. Devolved Adult Education Budget - Proposed Priorities and Approach for 2022/2023 onwards 257 - 270

Report of Cllr Bev Craig, Portfolio Lead for Digital, Education, Skills, Work & Apprenticeships.

15. Greater Manchester Growth Locations Update 271 - 284

Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.

16. Delivering Net Zero Carbon Social Rented Homes : A Whole System Challenge for Greater Manchester 285 - 306

Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.

17. Greater Manchester Go Neutral Smart Energy Framework 307 - 314

Report of Cllr Neil Emmott, Portfolio Lead for Green City Region.

18. Greater Manchester Economic Dashboard and Economy Portfolio Update 315 - 330

Report of Cllr Elise Wilson, Portfolio Lead for Economy and Business.

19. Local Growth Deal Programme Update

Report of Andy Burnham, Mayor of Greater Manchester.

20. Greater Manchester Investment Framework, Conditional Project Approval 331 - 338

Report of Cllr David Molyneux, Portfolio Leader for Investment and Resources.

21. EXCLUSION OF THE PRESS AND PUBLIC

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

PART B

22. GM Investment Framework, Conditional Project Approval 339 - 350

Report of Cllr David Molyneux, Portfolio Leader for Investment and Resources.

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 9 December 2021 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

Declaration of Councillors' Interests in Items Appearing on the Agenda

GMCA – 17 December 2021 

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest

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

Quick Guide to Declaring Interests at GMCA Meetings

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

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

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

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

You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:

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

Failure to disclose this information is a criminal offence

Step One: Establish whether you have an interest in the business of the agenda

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

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

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

For a non-prejudicial interest, you must:

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

To note:

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

2. If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

For prejudicial interests, you must:

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

You must not:

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

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**MINUTES OF THE MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY
HELD ON 26 NOVEMBER 2021 AT OLDHAM CIVIC CENTRE, WEST STREET,
OLDHAM**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Police Crime & Fire	
Bolton	Councillor Martyn Cox
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Richard Leese
Oldham	Councillor Arooj Shah
Rochdale	Councillor Daalat Ali
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

IN ATTENDANCE:

Police, Fire & Crime Panel Chair	Councillor Janet Emsley
Manchester Council Deputy Leader	Councillor Bev Craig
Oldham Council Deputy Leader	Councillor Amanda Chadderton

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Liz Treacy
GMCA Treasurer	Steve Wilson
Bolton	Sue Johnson
Bury	Lynn Risdale
Manchester	Joanne Roney
Oldham	Harry Catherall
Rochdale	Steve Rumbelow
Salford	Debbie Brown
Stockport	Pam Smith
Tameside	Steven Pleasant
Trafford	Sara Saleh
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Nicola Ward
GMCA	Sylvia Welsh
TfGM	Steve Warrener
TfGM	Simon Warburton
TfGM	Kate Brown

GMCA 206/21 APOLOGIES

RESOLVED/-

That apologies be received and noted from Councillor Neil Emmott (Councillor Daalat Ali attending), Councillor David Molyneux, Cllr Nazia Rehman, Tom Stannard and Tony Oakman.

GMCA 207/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor, Andy Burnham, noted that the Integrated Rail Plan (IRP) and Union Connectivity Review had both been published.

Manchester remained a core part of the North-South HS2 network but there were concerns around East-West connectivity. The East-West proposals would disrupt the Manchester-Leeds rail corridor, have knock-on disruptive effects for the rest of the North, and would not deliver sufficient capacity uplift. A meeting of Transport for the North had been unanimous that the proposals would not have the transformative effect that was desired, and it had been agreed that the GM Mayor, along with other Metro Mayors, would ask the Government to enter into a mediation process to consider alternative options, including land value capture.

The Union Connectivity Review had recommended that options to connect to the West Coast Mainline south of Preston should be taken forward. Previous proposals had centred around Wigan, which would have carried major benefits for Wigan and the surrounding areas. There were concerns that the new proposals would carry less economic benefit for the whole of the North.

RESOLVED /-

1. That it be noted that the recent publication of the Integrated Rail Plan (IRP) did not include proposals that would deliver the required capacity uplifts nor the intra-city connectivity that would allow for levelling up in the North of England.
2. That the proposal for the GM Mayor to address Government, along with other Metro Mayors to call for a mediation process that would enable an opportunity for land value

capture proposals to be considered and alternative IRP options to be developed be endorsed.

3. That it be noted that the Wigan Council Leader and GM Mayor would be sharing their concerns with Government regarding the missed potential for a Wigan transport hub as a result of the extension of the HS2 West Coast mainline to Preston, given the impact of the decision would likely reduce the economic return for Greater Manchester.
4. That the GMCA would continue to actively represent residents of Greater Manchester at all opportunities, urging for a convening of the Convention of the North to formally make representations to Government.

GMCA 208/21 DECLARATIONS OF INTEREST

RESOLVED /-

That it be noted that Councillor Andrew Western declared a disclosable pecuniary interest in relation to agenda item 14, GMP Site – Chester Road – Trafford.

GMCA 209/21 MINUTES OF THE GMCA MEETING HELD ON 29 OCTOBER 2021

RESOLVED /-

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

**GMCA 210/21 MINUTES OF THE GREATER MANCHESTER LOCAL ENTERPRISE
PARTNERSHIP BOARD HELD ON 16 NOVEMBER 2021**

RESOLVED /-

That the minutes of the Greater Manchester Local Enterprise Partnership Board meeting held on 16 November 2021 be noted.

**GMCA 211/21 MINUTES OF THE CORPORATE ISSUES & REFORM OVERVIEW &
SCRUTINY COMMITTEE HELD ON 16 NOVEMBER 2021**

RESOLVED /-

That the minutes of the Corporate Issues & Reform Overview & Scrutiny Committee meeting held on 16 November 2021 be noted.

GMCA 212/21 GREATER MANCHESTER APPOINTMENTS AND NOMINATIONS

The GMCA Monitoring Officer updated appointment changes received from GM Local Authorities in relation to GMCA Committees.

RESOLVED /-

1. That the appointment of Councillor Daalat Ali to the Greater Manchester Combined Authority as substitute member for Rochdale Council be noted.
2. That the appointment of Councillor Shah Wazir to the Clean Air Charging Authorities and Air Quality Administration Committees as substitute member for Rochdale Council be noted.

GMCA 213/21 TFGM EXECUTIVE BOARD – RECRUITMENT OUTCOMES

GM Mayor Andy Burnham, Portfolio Lead for Transport, introduced a report to confirm the outcome of the recruitment process for the appointment of a new Non-Executive Director of Transport for Greater Manchester (TfGM), whereby a candidate was recommended for appointment.

RESOLVED /-

1. That the appointment of Mike Blackburn as Non-Executive Director of TfGM be approved.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, to formalise the terms of the appointment.

GMCA 214/21 HOMELESS FAMILIES REVIEW – PROGRESS UPDATE

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, provided an update on the progress of the Homeless Families Review.

Four workstreams had been identified by the GM Homeless Families Task and Finish group that had stood down in July 2021. Since then, work had been ongoing and the group intended to reconvene in January. The report updated Members on progress in each area, including new minimum quality standards for hotel accommodation used as homelessness provision.

City Mayor Paul Dennett provided a further update on the outcome of the annual rough sleeper count, which had taken place the previous night. There had been 89 people identified during the count, which represented a 29% reduction on the previous year, and a 67% reduction since 2017. Members were pleased with the progress that had been made but noted that that 89 people was still too many. Concerns were raised around the growing cost of living crisis, which would place many people in a precarious position. Thanks were given to colleagues who had worked to reduce rough sleeping in Greater Manchester, including council colleagues, faith communities, and the VCSE sector, among others.

RESOLVED /-

1. That the progress being made be noted and that the GMCA would continue its support.
2. That further exploration of actions relating specifically to joint commissioning opportunities, data sharing, and early help standards be supported.

**GMCA 215/21 GREATER MANCHESTER ECONOMIC DASHBOARD AND
ECONOMY PORTFOLIO UPDATE**

Councillor Elise Wilson, Portfolio Lead for Economy & Business, took Members through the latest version of the Greater Manchester Economic Resilience Dashboard and provided an overview of activity related to the Economy portfolio, including the implementation of the Greater Manchester Industrial Strategy.

The furlough scheme had ended and the claimant count in Manchester had continued to fall throughout October. The Office for National Statistics had published inflation figures for the month of October and there had been a 0.9% rise, resulting in an inflation rate of 3.8%. The Office for Budget Responsibility forecasts published alongside the Budget suggested that inflation was likely to rise to 4.4% in 2022 and could potentially reach 5%. There were growing pressures on businesses, including a rise in minimum wages and National Insurance. Some businesses had been asked to begin repaying loans that had been granted during the height of the pandemic. Despite these pressures, businesses remained resilient.

The Government's Spending Review had been assessed and contained commitments to industries that were growing in Greater Manchester, with research and development, net zero, internationalisation and Industry 4.0 high on the agenda. The Levelling Up White Paper was still awaited but anticipated to provide further details on initiatives

An event had taken place to launch Greater Manchester as a Living Wage City-Region and Bury had been credited for its commitment to paying the real living wage to care workers, with nearly 4000 workers due to benefit in the borough. The Local Enterprise Partnership had continued its focus on place by holding its meetings across Greater Manchester. The Growth Company had been providing assistance to businesses in accessing USA markets, low carbon funding, and preparing for the implementation of Greater Manchester's Clean Air Zone. Marketing Manchester had celebrated its 25th year by launching campaigns to support Greater Manchester.

RESOLVED /-

That the latest update of the Greater Manchester Economic Resilience Dashboard and response, including delivery of the Local Industrial Strategy and Greater Manchester Economic Vision, be noted.

GMCA 216/21 GMCA CAPITAL UPDATE 2021/2022 – QUARTER 2

Steve Wilson, GMCA Treasurer, presented an update in relation to the Greater Manchester Combined Authority 2021/22 capital expenditure programme.

RESOLVED /-

1. That the current 2021/22 forecast of £625.7 million compared to the 2021/22 quarter 1 capital forecast of £681.7 million be noted.
2. That the additional funding secured of £3.4 million for the Clean Bus Fund from the Joint Air Quality Unit (JAQU) as outlined in para 8.1 of the report be noted.
3. That the addition to the Capital Programme of Clean Air Plan Electric Vehicle Taxi Infrastructure (part of the Greater Manchester Clean Air Plan) be approved with a current forecast of £0.9 million in 2021/22, £1.3 million in 2022/23 and £0.8 million in 2023/24.
4. That the grant of £0.1m to Greater Manchester FOF Limited Partnership be approved and that it be noted that this will be funded by a corresponding sum distributed to the GMCA from Evergreen Holding Fund.

GMCA 217/21 GMCA REVENUE UPDATE QUARTER 2 – 2021/22

Steve Wilson, GMCA Treasurer, presented a report to inform the GMCA of the 2021/22 financial position at the end of September 2021 (quarter 2) and forecast revenue outturn position for the 2021/22 financial year.

RESOLVED /-

1. That an increase to the Mayoral budget of £535k to be funded from reserves, as set out in Section 2 of the report, be approved.
2. That an increase to the GMCA general budget of £13.746m, fully funded from additional income and use of reserves, as set out in Section 3 of the report, be approved.
3. That the use of the revenue reserves earmarked for the capital programme to increase the TfGM revenue budget for costs relating to two approved capital schemes that cannot be capitalised, be approved. That it be noted that the transfer would be offset by a commensurate reduction in the capital programme.
 - £0.730m to fund the Mayors Challenge Fund programme.
 - £0.800m of revenue costs relating to the temporary Metrolink Park and Ride facility at Whitefield.

GMCA 218/21 THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND AND SIDE ROAD ZEBRA STUDY

GM Mayor Andy Burnham, Portfolio Lead for Transport, took Members through a report which sought approval of the funding requirements for the Stockport Hazel Grove Phase 1 scheme, and noted the study updates set out in the report, in order to ensure the continued delivery of the GM Active Travel Capital Programme.

Members heard about the positive impacts of the side road zebra trials in Tameside. Residents had quickly become accustomed to the markings and they became popular with motorists and pedestrians alike. The markings were removed at the end of the trial period and Tameside Council had received messages from residents asking for their return, which highlighted the popularity of the scheme. Roads had been notably safer for pedestrians and there had been no increases in dangerous incidents with motorists, who had instead slowed down and given way to pedestrians more often.

RESOLVED /-

1. That the release of up to £532,000 of MCF funding for the Stockport Hazel Grove Phase 1 scheme, as set out in section 2 of the report be approved, in order to secure full approval and enable signing of the necessary legal agreements.
2. That TfGM be requested to seek regulatory approval from the Department for Transport to allow further long-term side road zebra trials as recommended in section 3 of the report.

GMCA 219/21 GMP SITE, CHESTER ROAD, TRAFFORD

GM Deputy Mayor Baroness Bev Hughes, Deputy Mayor for Policing, Crime, Criminal Justice and Fire, took members through a report which sought the Greater Manchester Combined Authority's approval to enter into a Joint Venture with Trafford Council and a Developer Partner and its agreement to the disposal of the current use of the Chester Road site.

The Chester Road site had been identified as surplus to GMP's requirements and there had been proposals to turn the site into a residential-led mixed-use site. The proposal was compliant with social housing and net zero policies and there had already been interest in the site. The site itself would not be sold off and capital would be returned to GMP in time.

Members noted that the proposal would contribute to Greater Manchester's commitment to build 30,000 net zero social homes and could act as an exemplar in the disposal of public land.

RESOLVED /-

1. That the disposal of the GMP Chester Road site be approved.
2. That the Joint Venture between the GMCA, Trafford Council and a Developer Partner, on terms to be agreed, be approved.

3. That the £642,500 of funding needed to appoint a development partner and obtain detailed planning consent for the scheme be approved.
4. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, and GMCA Treasurer to commence the procurement process and appoint a development partner.
5. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, and GMCA Treasurer to agree appropriate legal agreement with Trafford Council.
6. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

**GMCA 220/21 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND –
INVESTMENT APPROVAL RECOMMENDATIONS**

Salford City Mayor Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure, took Members through a report which sought the CA’s approval for one loan to the GM Housing Investment Loans Fund. The site had been granted planning permission in September 2021 for five homes, which would be built on brownfield land.

RESOLVED /-

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

BORROWER	SCHEME	DISTRICT	LOAN
Corbar Ltd	Aldersgate Rd, Great Moor	Stockport	£1.464m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

GMCA 221/21 SIR RICHARD LEESE

The GM Mayor made a presentation to Sir Richard Leese following his resignation as Deputy Mayor of the GMCA and recognised his long service as a member in particular his leadership in rebuilding of the city centre following the IRA bomb in 1996 and the transformation that has taken place thereafter. His legacy could be seen through the fundamental way that lives had been changed throughout his 25 years of service as Leader of Manchester City Council and in the foundations for devolution that he had laid, upon which the future of Greater Manchester could continue to grow.

GMCA 222/21 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 223/21 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND –
INVESTMENT APPROVAL RECOMMENDATIONS**

Clerk's Note: This item was considered in support of the report considered in Part A of agenda (Minute GMCA 220/21 above refers).

RESOLVED /-

That the report be noted.

Signed by the Chair:

Greater Manchester Combined Authority

Date: 17th December 2021

Subject: Greater Manchester Strategy Refresh

Report of: Andy Burnham, Mayor of Greater Manchester and Portfolio Lead for Policy & Strategy and Eamonn Boylan Portfolio Lead Chief Executive for Policy & Strategy

Purpose of Report

To provide the GMCA with the final draft Greater Manchester Strategy for comment and to give approval to, along with the proposed performance framework approach, targets and metrics to be used, and an initial Delivery Plan with process for approval for the further development of the Delivery Plan and implementation process.

Recommendations:

The GMCA is requested to:

1. Review, and subject to comments, approve the final draft Strategy text (Annex B)
2. Review, and subject to comments, approve the draft performance framework, targets and approaches (Annex C)
3. Note the initial Delivery Plan and approve the proposed approach for its further development and establishment of a multiagency Delivery Support Group for its further iteration and implementation (Annex D)

Contact Officers

Simon Nokes, Executive Director, GMCA, simon.nokes@greatermanchester-ca.gov.uk

Amy Fooks, Head of Implementation, GMCA, amy.fooks@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Assessments have been made on the overarching strategy content. Further assessment will be required in developing the Delivery Plan and associated activities underneath this Strategy. Due to the overarching nature of the Strategy document it has not been possible to assess all impacts in full at this stage.

Equality Impact Assessment attached at Annex A

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Separate EIA proforma attached.
Health	G	The Strategy has a shared commitments to tackle health inequalities, develop and promote active transport, increase access to safe, green spaces and supports vibrant communities. The strategy commits to supporting people, enabling digital access, increasing digital inclusion, accessible quality culture and leisure spaces and resilient communities. The Strategy commits to local, accesible and affordable transport across Greater Manchester. Neighbourhood working will provide for the local provision of health services. The strategy has a shared commitment to tackle food and fuel poverty.
Resilience and Adaptation	G	The Strategy commits to resilient, safe and vibrant communities. However, further development must be sustainable and in line with the strategy principles. The Strategy commits to ongoing and effective partnership working, responsive to changing circumstances and community need. The Strategy puts the environment and inequality at its centre. All actions delivered under the Strategy should therefore be designed and delivered with these in mind.
Housing	G	The Strategy commits to the provision of safe, decent, affordable housing with no one sleeping rough in GM. The Strategy also commits to ensuring our places and communities are protected and strengthened through Places for Everyone and Stockport Local Plan.
Economy	G	The Strategy seeks to attain a more prosperous GM through sustainable economic development. Commitments are made to support the creation of better jobs and good employment, support for residents and businesses, and accessible opportunities for GM residents. The Strategy commits to drive investment into our growth locations and use that to create opportunities in adjacent towns and local centres. In addition, a commitment to realising the opportunities from our world-class growth and innovation assets
Mobility and Connectivity	G	The Strategy will ensure digital inclusion for all, and commits to the enabling of world-class smart digital infrastructure. Accessible, affordable and reliable integrated public transport will ensure everyone has access to essential services, local centres, leisure and culture spaces. Active travel choices and developed and promoted, with the ambition of reducing private car and road use. The Strategy commits to a way of working which will impact positively on procurement The Strategy commits to carbon neutral GM by 2038, with better air quality and natural environment
Carbon, Nature and Environment	A	The Strategy commits to carbon neutral GM by 2038, with better air quality and natural environment The Strategy will drive activites that adversely impact on water, light or noise pollutants. Mitigating actions should be put in place as activity is designed and delivered The Strategy commits to accessible leisure spaces, along with Places for Everyone and Stockport Local Plan. However, this does not outweigh increased urbanisation wihtout mitigation The Strategy commits to protecting biodiversity through Places for Everyone, however increased urbanisation will require mitigating actions The Strategy commits accessible high quality culture and leisure spaces. The no. of trees planted will be monitored via the performance framework The Strategy sets responding to the climate emergency at its centre and recognises the need for assesment and trade offs in support of this objective, and impacts on policy decisions.
Consumption and Production	A	The development occuring under this Strategy is likely to produce additional waste. It will be important to maintain and develop waste reduction efforts, work with construction industry and household waste recycling. The commitment to deliver Places for Everyone, includes a policy which will support minimisation of construction waste By putting the environment at the centre of the Strategy, it will impact positively on resource use and efficiency throughout design and delivery. The performance framework will monitor household waste recycling rates.
Contribution to achieving the GM Carbon Neutral 2038 target		The Strategy commits to creating a carbon neutral GM by 2038. Through the strategy the intention is to limit carbon emissions, some of the detailed actions required and implications of those actions will need to be considered as part of the delivery plan development. This can be supported by the adoption of mandatory standards and ways of working which seek to counter carbon emissions.
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.
		 Negative impacts overall.

Carbon Assessment

Overall Score								
Buildings	Result	Justification/Mitigation						
New Build residential		Due to the GMS being an overarching strategy, sufficient detail is not known in order to fully complete many elements of the carbon assessment. It will be necessary to ensure any supporting delivery under this strategy fully undertakes these assessments.						
Residential building(s) renovation/maintenance		As above - The Strategy drives a series of actions which deliver low carbon alternatives under the commitment to be carbon neutral by 2038. The Strategy outlines the importance of retrofitting and supports the ongoing activity and its further delivery						
New Build Commercial/Industrial		As above. The Strategy drives a series of actions which deliver low carbon alternatives under the commitment to be carbon neutral by 2038 The Strategy outlines the importance of retrofitting and supports the ongoing activity and its further delivery						
Transport								
Active travel and public transport		The strategy commits to integrated public transport and encourages active travel						
Roads, Parking and Vehicle Access		The strategy commits to integrated public transport and encourages active travel, however requires behaviour change as well as service provision. It has not been possible to fully assess some elements which refer to specific intervention / delivery proposals not covered by this overarching strategy.						
Access to amenities		Some of the developments under the Strategy will require additional road capacity. Increased access to services and centres will be achieved through the integrated public transport network.						
Vehicle procurement	N/A							
Land Use								
Land use		Due to the GMS being an overarching strategy, sufficient detail is not known in order to fully complete many elements of the carbon assessment. It will be necessary to ensure any supporting delivery under this strategy fully undertakes these assessments.						
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.		Mostly best practice with a good level of awareness on carbon.		Partially meets best practice/ awareness, significant room to improve.		Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

No specific risks associated with the overarching Strategy and the strategic frame this provides for Greater Manchester activities. However, specific risks may be identified in the development of a detailed delivery plan and wider activities which support the Greater Manchester Strategy's shared ambitions.

Areas for further exploration and development are identified which form the basis of elements of the performance framework and development of a delivery planning process and implementation. A further report on the findings and recommended next steps will be provided to the GMCA at a future meeting.

Legal Considerations

The Strategy will drive a furthering of good practice in terms of the Public Sector Equality Duty, and will provide opportunities for going beyond the legal minimum requirements.

Other specific legal considerations may be identified as part of the delivery plan development, or wider activities which support the Greater Manchester Strategy's shared ambitions.

Financial Consequences – Revenue

The activities captured in the initial delivery plan are currently being delivered within existing resource. The draft strategy contains priority outcomes and commitments which will require resourcing as the strategic ambitions are translated into delivery actions.

Financial Consequences – Capital

The activities captured in the initial delivery plan are currently being delivered within existing resource. The draft strategy contains priority outcomes and commitments which will require resourcing as the strategic ambitions are translated into delivery actions.

Number of attachments to the report: 5

Comments/recommendations from Overview & Scrutiny Committee

Draft strategy and input into its development has been considered by all three O&S committees

Background Papers

[Economic Development \(greatermanchester-ca.gov.uk\)](http://greatermanchester-ca.gov.uk)

Tracking/ Process

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

Yes

Exemption from call in

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

Draft strategy and input into its development has been considered by all three O&S committees

1. Introduction/Background

1.1 The refresh of the Greater Manchester Strategy (GMS) has been developed following several months of engagement from across sectors, partners and communities. The draft strategy text annexed builds from the issues and actions in the Living with Covid Resilience Plan, and forms the systemwide response to the findings and recommendations of the Independent Inequalities Commission and the Marmot Build Back Fairer report.

- 1.2 The new strategy places the interconnected challenges of climate change and tackling inequalities at its heart, providing the lenses through which Greater Manchester activity should be framed and challenging where policy or delivery is contrary to climate and equalities ambitions.
- 1.3 The draft text positions Greater Manchester as a greener, fairer and more prosperous city-region - delivered through our unique and distinctive neighbourhoods, towns and cities, coming together in a vibrant successful Greater Manchester. The strategy sets out shared outcomes and commitments to be attained over the period of the strategy, and which are underpinned by collective ways of working.
- 1.4 The draft strategy provides a ten-year vision and direction of travel for Greater Manchester, leading our recovery and renewal as the city-region comes out of the pandemic and learns to live with the ongoing implications from it. The Strategy is accompanied by a three-year Delivery Plan, which initially captures those specific programmes of activity being delivered currently which support the shared outcomes and commitments in the Strategy, with a proposition for the further development of a more comprehensive delivery planning process as set out below. The full draft text is attached at Annex B. The full final version of the strategy will include a series of linked case studies and additional detail 'pop outs' from the webpages. These are appended to the main strategy document in word format for approval.
- 1.5 The Strategy will be available in full online, with linked case studies, supporting materials, performance pages and links to other Greater Manchester strategies, plans and delivery programmes. The web content will go live following approval of the draft content by the GMCA. The web pages will continue to be developed and added to as content is developed, providing a single 'go to' website for Greater Manchester's strategies and plans in the future. Alongside the main online version of the Strategy a short, accessible print version will be available. This short version is a public facing document, translating the strategies key messages for use with all stakeholders and communities.
- 1.6 Progress monitoring for the strategy include a basket of measures to track progress against the shared outcomes and commitments, a number of associated targets, and a self-assessment process relating to the adoption and embedding of our ways of working. The performance framework will draw on a range of data and intelligence sources, including community insight, as a mechanism to ensure our interventions are responsive to the lived experience of Greater Manchester's residents. For the first time, the new performance framework will include a small number of neighbourhood floor targets, intended to highlight variance and inequality at the local levels, and to trigger collective targeted activity in response. A detailed description of the performance metrics and targeting approach is included at Annex C. The performance framework will be further developed in line with the iteration of the Delivery Plan and the availability of data and completion of community intelligence work and analysis.
- 1.7 The initial Delivery Plan attached at Annex D, captures headline delivery programmes currently underway at Greater Manchester level, which demonstrate the activities currently contributing to the attainment of the shared outcomes and commitments in

the new Strategy. A process for the further development of the Delivery Plan and its ongoing iteration and implementation outlined below for approval.

2. Performance monitoring and progress reporting

- 2.1 Detail on the Greater Manchester Strategy Performance Framework is provided at Annex C. The choice of indicators which sit within the performance framework has been informed by learning from performance management approaches for the 2017 Greater Manchester Strategy, and is responsive to the findings of the Independent Inequalities Commission and Build Back Fairer reports.
- 2.2 Specific targets are detailed against some of the measures. Indicators are targeted only where there is potential for activity delivered under the Greater Manchester Strategy to influence change in the data – the indicator needs to be responsive to our actions (or lack of actions) and have the ability to capture change within the three-year Delivery Plan timescale.
- 2.3 For the first time, the performance framework will pilot the inclusion of minimum standard targeting approaches – floor targets – these will be few in number, and will focus on spatial variation at the neighbourhood level. As set out in the Performance Framework annex, further work is required to develop baselines for the floor targets, which will initially focus on the following shared commitments:
- Enabling the delivery of world-class smart digital infrastructure;
 - Ensuring all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and ‘life ready’ skills.

Piloting of the floor targets will explore emerging issues, such as:

- While the neighbourhood lens is the most appropriate starting point, whether analysis at a more detailed geographical level is possible and would lead to different insights;
 - Identification of the drivers of differential spatial performance, and the options to respond in areas where floor targets are not being met;
 - The interaction between available levers and the ability to influence change in the indicators – and the timescales over which that impact might be expected to be seen.
- 2.4 In line with our commitment to reduce inequalities across all our communities, we will also report on demographic variance, drawing on insight from equality and community representatives to help frame a collective response.
- 2.5 Alongside the performance measures, processes are being developed to capture the extent to which the ways of working are being embedded across the GM system, and the contribution the ways of working are making to the priorities set out in the Strategy.
- 2.6 The ways of working measures will largely be based on a self-assessment process, understanding where the various parts of the GM system are on the ‘journey’ towards using and embedding the ways of working. There may be some elements of that assessment that are quantifiable, but this will vary across policy themes and

places. The approach adopted to develop and embed the ways of working will be supportive and innovative, to enable greater impact through all of our activities.

- 2.7 Initial assessments and trialling of approaches will be undertaken over the next three months. A further report will be provided to the GMCA with recommendations and next steps.
- 2.8 The outputs from the wider performance assessment will form the basis of content for discussion and development by the Delivery Support Group (see Section 3).

3. Developing a comprehensive delivery planning process

- 3.1 An initial delivery plan has been provided. This includes headline activity currently being delivered at GM level, which supports the attainment of the shared commitments in the draft strategy. The intention however, is that that initial delivery plan is further developed and a comprehensive, systemwide approach to the development and implementation of the delivery plan is undertaken.
- 3.2 An approach is proposed to establish a cross-agency Delivery Support Group. This group would be responsible for reviewing the strategy and performance information and providing an 'independent' honest view about the progress of the whole GM system with the shared outcomes, commitments and ways of working as well as suggested areas requiring further action. It will enable the sharing of experiences, best practice and supportive challenge and work collaboratively to find the best ways to adopt and embed the ways of working as standard in Greater Manchester working. This approach will also move the delivery plan further from the focus of just GMCA-led activities, recognising that the Greater Manchester Strategy is truly a partnership document, and its delivery and success will be attained by collective actions from across organisations, sectors and networks.
- 3.3 The development and implementation of the delivery plan will be undertaken to ensure the collective ambitions set out in the strategy can be adequately tracked and developed; it will ensure the true added value of the Greater Manchester Strategy can be demonstrated for all partners and set out the need for collective approach and accountability for its achievement.
- 3.4 The establishment of a Delivery Support Group will avoid duplication with existing infrastructure and formal / informal governance arrangements. The intention is to provide a space for the coming together of the many strands of activity which support the outcomes and commitments in the Greater Manchester Strategy, whether those are being delivered thematically or through a place-led approach. The Delivery Support Group will provide the opportunity to develop robust mechanisms to embed the ways of working set out in the Strategy across all the collective activity undertaken. For example, alignment to the developing support / oversight group for the implementation of the VCSE Accord, ensuring the activity undertaken as part of the Accord delivery is directly aligned to the GMS priorities and that there is clear connection between the ways of working and commitments set out in the Strategy and the translation of this into reality via the Accord Delivery Plan.

- 3.5 Subject to approval of the establishment of the Delivery Support Group, further developmental work will be undertaken, and an update provided to the GMCA in three months.
- 3.6 Formal progress reporting of the refreshed GMS will continue to be six monthly via the GMCA and LEP.

4. Recommendations

- 4.1 Recommendations appear at the front of this report.

Equality Impact Assessment

Greater Manchester Strategy October 2021

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Document Version Control

Document Version Control		
Document Version	Date	Author
0.1	24/09/2021	Adrian Bates
0.2	11/10/2021	Adrian Bates
0.3	14/10/2021	Adrian Bates

Approval Process	
Approval Agency	Greater Manchester Combined Authority
Owner	Simon Nokes, Executive Director

Consultation, engagement and relevant documents

Meetings and discussions with community members	
Session with members of the Equality Panels, Equality Alliance and other district and community representatives, focusing on GM's wellbeing and equality priorities, and ways in which they might be measured and targeted (May 2021)	
Discussion with the Faith and Belief Advisory Panel (June 2021)	
Seven thematic sessions with members of the Equality Panels, Equality Alliance and other district and community representatives, each exploring the equality and inequality challenges and opportunities in relation to Health and Wellbeing, Transport, Crime and Community Safety, Place, Environment, Economy and Work, and Children and Young People (July 2021)	
Commitments, Outcomes and Measures session with members of the Equality Panels, Equality Alliance and other district and community representatives exploring the draft strategy content, objectives and potential impact in tackling inequality (September 2021)	
GM Equality Panels work programmes	
Meetings with key public and business sector stakeholders	
Monthly discussion with Leaders and Chief Executives	
Monthly meetings with District Strategy Leads	
GMS Performance Framework Task and Finish Group - technical support on outcomes and associated indicators, data sources and targets	
Local Enterprise Partnership	
GM Housing Partnership	
VCSE Leadership Group	
Tackling Inequalities Board	

Other events

Public Consultation Activities

Related Documents

Relevant GM strategic documents include:

- [Greater Manchester Living with COVID Resilience Plan](#)
- [Greater Manchester Strategy](#)
- [GM Economic Vision developed by businesses through the Local Enterprise Partnership,](#)
- [Greater Manchester Model,](#)
- [Good Employment Charter,](#)
- [Greater Manchester Independent Prosperity Review](#)
- [Centre for Ageing Better's partnership with the Combined Authority.](#)
- [Marmot review of health equity in Greater Manchester](#)
- [Independent Inequalities Commission - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](#)
- [Hidden Figures](#)
- [Big Disability Survey](#)

Impact Assessment – section 1 (process)

Name of policy / initiative / Service to be impact assessed	Greater Manchester Strategy
Corporate objective being addressed	Tackling Inequality in Greater Manchester
Department / function carrying out the assessment	GMCA Strategy Team
Who is responsible for the implementation of the policy / initiative / service? (function head /department manager)	Simon Nokes, Executive Director, GMCA
Who is involved in the impact assessment?	GMCA Strategy & Research Officers; EDI Officers from TfGM and Salford City Council
What are the aims / objectives of the policy / initiative / service?	<p>The goal of the Strategy is "Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study."</p> <p>This Strategy is Greater Manchester's plan for all the communities, neighbourhoods, towns and cities which make up our city-region. It is our plan for recovery and renewal following the pandemic, as Greater Manchester strives to make better sense of global change. It provides a clear and focused direction of travel for our city-region, focused on those areas where all parts of the conurbation need to work together to achieve our shared vision.</p>
Who is intended to benefit from the policy?	All people in Greater Manchester, including people with a protected characteristic or facing other disadvantage (e.g. socio-economic)

<p>What are the main outcomes of the policy (this is key to being able to identify what monitoring is needed)?</p>	<p>Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study.</p> <p><u>The Wellbeing of our People</u></p> <ul style="list-style-type: none"> • A Greater Manchester where our people have good lives, with better health; better jobs; better homes; and better transport • A Greater Manchester of vibrant communities, a great place to grow up get on and grow old, with inequalities reduced in all aspects of life <p><u>Vibrant and Successful Enterprise</u></p> <ul style="list-style-type: none"> • A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential • A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability <p><u>Greater Manchester as a leading city-region in the UK and globally</u></p> <ul style="list-style-type: none"> • Greater Manchester as a world-leading low carbon city-region • Greater Manchester as a world-leading digital city-region
<p>Is the policy for external or internal purposes?</p>	<p>Both external and internal. The Strategy sets out outcomes and commitments, to be delivered by all public services (including the Combined Authority) and for private, voluntary, faith and community partners.</p>
<p>Are other organisations involved in the delivery? If yes please state who:</p>	<p>Stakeholders in the delivery of this work will include: GMCA, the GM Health and Social Care Partnership, local authorities, housing providers, Local Enterprise Partnership, local businesses, unions, the Growth Company, TfGM, and other business support organisations, voluntary, community and social enterprise sector organisations.</p>
<p>What information/ past experience do we have i.e. a similar initiative and what did this information tell us? (info can be demographic data i.e. census findings, research findings, comparisons between similar policies in our Service and other Services,</p>	<p>Please refer to documents listed above which form part of the published evidence base.</p> <p>This is Greater Manchester's fifth Strategy and builds on the strong foundations of cooperation within the conurbation from commissioning of the Manchester Independent Economic Review which underpinned the first Greater Manchester Strategy in 2009, through to the Independent Prosperity</p>

<p>survey data, equality monitoring data, ad hoc data gathering exercises)</p>	<p>Review and One Year On Report, Local Industrial Strategy and Unified Public Services White Paper, the Independent Inequalities Commission Report and Build Back Fairer Report.</p> <p>In addition, local insight has provided insight into the experiences of communities-of-identity, including the Big Disability Survey.</p>
<p>How will information be collected regarding the impact of the policy /initiative /service/ employment policy etc?</p>	<p>The Strategy will be framed around a small number of shared outcomes, with shared commitments which will deliver these shared outcomes. The Strategy will be underpinned by a series of indicators, assessing progress on delivery.</p> <ul style="list-style-type: none"> • Shared Outcome Indicators (e.g. carbon emissions, earnings, healthy life expectancy). • Shared Commitment Indicators (e.g. digital connectivity, activity rates, cultural participation, transport indicators). • Reporting on demographic variance and inequality (e.g. by age, sex, ethnicity, disability, sexual orientation and trans status, religious affiliation). • Reporting on implementation of the ways of working that underpin the GMS. <p>The Strategy will be supported by a three-year delivery plan, with appropriate performance measures and targets, to demonstrate progress, outcomes and impact.</p> <p>GMCA will report on progress on a six monthly basis.</p>
<p>Has a search of the internet revealed an impact assessment conducted by other local authorities of a similar policy/initiative? If yes – is it possible to adapt / incorporate findings</p>	<p>No</p>
<p>Date of Policy Review</p>	<p>11/10/2021</p>

Impact Assessment - section 2 (assessment)

This Strategy seeks to respond to all evidenced inequalities, recognising the individual identities that experience disproportionate discrimination, alongside the role of place and poverty. Using more effective prioritisation and targeting of resources, Greater Manchester, through this Strategy, has the opportunity to reshape our future with greater inclusivity and equity, for all of our communities, driving prosperity in all our neighbourhoods, towns and cities.

This EIA aims to cover the initial Strategy. Across Greater Manchester partnerships are collectively planning and delivering detailed strategic and operational activities to deliver the ambitions of the Strategy, and for which individual EIA's will need to be undertaken.

Through the engagement sessions, a number of key issues were identified that affect people experiencing inequality (in addition to the specific issues identified within the evidence-base listed below)

- Digital exclusion / inclusion – severely impacts education, health, employment, transport, welfare – the drivers of wellbeing
- Mental health and the underlying causes – impact of debt, employment, housing, health, crime
- Quality and access to existing housing – as well as new build and planning
- Culture, identity and characteristics – hate crime, discrimination, micro-aggressions
- Employment recruitment, pay, experience – across gender, sexual orientation, age, race, disability, and the impact this has on poverty, aspiration and equity
- Accessible transport – physical, cost, digital, safety
- Access to greenspace – key aspect of wellbeing, and concern inequality is being reinforced by development plans and processes
- Support for people with complex issues – in addition to the intersectionality of identity, the complexity of housing, health, employment, substance misuse and the coordination of support services
- Impact of austerity – has impacted hardest on those that require support as thresholds rise, for example support for disabled young people, ability to respond such as policing, and impact on preventative services such as youth services and supported housing
- Access, experience and outcomes of ‘universal’ services and the impact on ‘wellbeing’ – there is great inequality in public services (for example education, criminal justice, housing, health), which needs to be first acknowledged, then understood and proactively tackled.

In addition to the above, the evidence-base for the Strategy has identified key issues related to the specific characteristic.
Further assurance is needed that we have a detailed understanding of the issues for this protected characteristic and that they are being considered and addressed by the relevant thematic/policy area in developing the GMS refresh

<p>AGE</p>	<p>Greater Manchester has an ageing population. The over-65 population is expected to see far higher growth than other age groups across all geographies</p> <p>Older people</p> <ul style="list-style-type: none"> • Growth in older workforce (50+) – ageism in recruitment and retention (leading to low incomes and lack of social roles in mid and later-life • Mental and physical health impact of the pandemic – social isolation, appropriate communication, digital exclusion, shielding support, access to health and care services, confidence with restrictions easing. • Age-friendly transport and housing enabling social contribution and wellbeing • Challenging negative / strengthening positive social attitudes to older people and ageing <p>Children and young people</p> <ul style="list-style-type: none"> • School readiness of pupils eligible for free school meals, whilst improving still trails the national average • Support required for special educational needs and disability, particularly in deprived communities, has increased • Provision of early years education and care is predicted to reduce • Educational attainment (Key Stage 4 and 5, GCSE and A-level) is behind the national average, and inequality by gender, ethnicity and geography. • Impact of school closures during the pandemic, particularly for those families already disadvantaged, including digital exclusion, home learning support, caring responsibilities, English language and Special Educational Needs • Higher rates of school exclusion for children eligible for free school meals and those with special educational needs • Higher rate of education providers rated ‘inadequate’ or ‘requires improvement’ by Ofsted in disadvantaged areas • Child Poverty is increasing, with increasing numbers eligible for free school meals
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DISABILITY	<p>All GM districts apart from Trafford have rates of limiting long-term illness (LLTI) above the national average in the 2011 Census.</p> <p>Significant health impact of the pandemic, with higher rate of deaths for those with pre-existing health conditions including learning disability</p> <ul style="list-style-type: none"> • Accessibility of information and support from national and local public services during the pandemic – appropriate communication, digital exclusion, shielding support, access to health and care services, confidence with restrictions easing. • Mental health and wellbeing, amplified by the pandemic, in particular concerns over income, family support and housing • Support required for children with special educational needs and disability, particularly in deprived communities, has increased • Employment rates for disabled people are below the national average and general population • Inaccessible housing impacting independent living • Challenging negative / strengthening positive social attitudes to disabled people and disability
SEX	<p>By 2043 the gender split is projected to be exactly 50:50 in GM</p> <ul style="list-style-type: none"> • Female employment rates and pay inequality compared to male, including those paid below the Real Living Wage, senior progression and entrepreneurship • Socio-economic impact of the pandemic on women, including health, employment, childcare and caring responsibilities, transport, digital access • Violence against women and girls, including trafficking and anti-slavery • Health inequalities by gender
RACE	<p>The 2011 Census revealed that 20.2% of the GM population was from an ethnic background, slightly higher than the national average (19.5%). The 2021 Census results will show more recent trends though the pandemic will have had an impact on international migration and deaths. The 2011 Census recorded that there were 8.8% of households in GM where at least one person in the household did not speak English as their main language. Over 200 languages are spoken in Greater Manchester.</p> <ul style="list-style-type: none"> • Structural racism and discrimination in public service delivery, including absence of representative leadership • Health inequalities in terms of access, experience and outcomes • Health impact of the pandemic, with higher rate of deaths as a result of overcrowded or multigenerational housing and manual employment

	<ul style="list-style-type: none"> • Access to quality housing, in particular those in private rented accommodation and those wishing to access social housing • Employment and pay rates inequality compared with the national average, and amplified by the pandemic impacting those working in insecure and casual employment • Mental health and wellbeing, including access to appropriate services and trust, satisfaction and confidence in service providers • Educational attainment (Key Stage 4 and 5, GCSE and A-level) is behind the national average, and inequality by gender, ethnicity and geography. • Child poverty is higher in areas with the highest ethnic populations • Hate crime and community safety
RELIGION AND BELIEF	<p>Compared to England & Wales rates in GM, there are relatively higher proportions of Christian, Jewish and Muslim populations, but relatively lower proportions of Hindu, Sikh and "other religion".</p> <ul style="list-style-type: none"> • Hate crime and community safety • Workplace discrimination
SEXUAL ORIENTATION	<p>The percentage of gay people in Greater Manchester is higher than the North West and England but the statistics are quite old and have wide confidence intervals. Detailed information on sexual orientation from the 2021 Census will be released in Spring 2022. This is the first time this question has been asked in the Census. The question is optional and only applies to those aged 16 and over.</p> <ul style="list-style-type: none"> • Impact of parental rejection on housing and high rates of homelessness • High rates of homophobic and biphobic hate crime • Higher rates of alcohol use compared to the national average • High rates of depression • Higher rates of attempted suicide compared to the national average • Higher rates of women experiencing sexual violence compared to the national average • Impact of the pandemic – domestic abuse, mental health and self-harm, access to health and support services
GENDER REASSIGNMENT	<p>No official data source exists at present. The 2021 Census asked the voluntary question on "Is the gender you identify with the same as your sex registered at birth?".</p> <ul style="list-style-type: none"> • Impact of parental rejection on housing and high rates of homelessness • High rates of transphobic hate crime

	<ul style="list-style-type: none"> • Higher rates of alcohol use compared to the national average • High rates of depression • Higher rates of attempted suicide compared to the national average • Higher rates of Transgender women experiencing sexual violence compared to the national average • Lower rates of physical activity in Transgender men compared to the national average • Negative experience of public healthcare services • Impact of the pandemic - domestic abuse, mental health and self-harm, access to health and support services
PREGNANCY AND MATERNITY	<p>There has been a very small trend of reduced conceptions over time both locally, regionally and nationally since 2009. Since 2009, there has been a slight increase in the proportion of conceptions leading to abortion – both locally and nationally.</p> <p>Further insight is required to understand the key issues</p>
MARRIAGE AND CIVIL PARTNERSHIP	<p>There were a total of 8,455 marriages in Greater Manchester in 2017, with 4.1% of these between same sex couples. There have been 1,847 Civil Partnerships in Greater Manchester since 2008.</p> <p>Further insight is required to understand the key issues</p>
SOCIO-ECONOMIC	<p>Average household income in Greater Manchester is estimated to be £5,667 below the national average. The percentage of children living in relative low-income families has increased year-on-year in nearly all districts 2014/15 to 2018/19. Greater Manchester has a lower proportion of employment in the higher skilled broad occupations than is the case nationally, and a higher proportion of employment in the lower skilled broad occupations. In Greater Manchester, the proportion of the working-age population with higher level qualifications is lower than the national average. In eight of the ten districts, child obesity rates are above the national average.</p> <ul style="list-style-type: none"> • Correlation and interaction between poor health and employment rates • Economic inactivity, employment, and unemployment rates are below the national averages • Rates of pay are below the national average and for many below the Real Living Wage • Child Poverty is increasing, with increasing numbers eligible for free school meals

- | | |
|--|--|
| | <ul style="list-style-type: none"> • Economic impact of the pandemic has disproportionately affected insecure and manual labour (unlike graduate employment), reinforcing economic inequality |
|--|--|

Mitigating actions

In addition to the impacts of inequality, the engagement sessions identified a number of ‘ways of working’ which are a feature of the Strategy and need to be embedded in order to address the issues listed above effectively.

- Collaborative approach, across all sectors, to manage the interplay between services and inequalities – housing impacts health, impacts employment, and so on.
- Make the most of our assets and powers – maximise social value, good employment and environmental impact from all our employers, which includes public and voluntary organisations, and use our local powers creatively, for example for those affected by national welfare or migration policy.
- Workforce that is empowered by leaders to work differently – staff want to work differently, but can be constrained by budgets, systems, policies and procedures. Leaders need to help them focus on ‘wellbeing’ as well as service targets.
- Diverse and culturally competent leadership and workforce – as well as having leaders (including Political, Business, Public Service, Community) and staff that reflect our diverse communities, and inspire our young people to follow), all staff need to understand people and communities, and behave appropriately
- Communication content, quality and accessibility – clear information on how services work and what people can expect, as well as targeted to people experiencing inequality
- Be creative, involving communities in the solutions, by sharing power and resources with residents, and voluntary and faith organisations – strong message about valuing the impact local people can make. They are not just to be consulted, but can deliver the answers.
- Hear people’s voice and do things differently – in particular, strengthen youth engagement, but also ensure all people, service and non-service users have the opportunity to be heard, and then see change happen as a result.
- Use the data to target resources – the Strategy must measure progress, but also be used to direct future work and target resources.

Furthermore, the Performance Framework attached as an Annex to the Greater Manchester Strategy sets out ambitions, opportunities and challenges in relation to measuring the impact of the Strategy and its associated delivery activity in achieving equity and tackling inequality. The progress measures for this Strategy will draw on a range of data and intelligence sources, both nationally produced and locally generated.

However, **measuring the outcomes of the Strategy will require improvements in data collection and use of insight more comprehensively.** There is recognition of the need to understand what sits below averages, be aware of 'hidden groups', and reduce the variation between different communities. New sources of data will be required that fill gaps in our understanding of variance by place and community. This will require engaging with local partners to generate more representative data about our communities, enabling more meaningful reporting of indicators that are responsive to what we do, and that will inform decision making; avoiding ambiguity; providing intelligence and insight (the 'why'), not just information. Reporting must be open and accessible, enabling transparency. In addition, the 'ways of working' will require process metrics that assess the extent to which they are being embedded.

The Greater Manchester Strategy: Good Lives for All

Greater Manchester:
a great place to grow up, get on and grow old;
a great place to invest, do business, visit and study.

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Introduction

In recent times Greater Manchester has seen unprecedented growth, development and opportunity for our people and places. A place of pioneers, innovation, beautiful scenery and home to many thriving and diverse communities. In response to the pandemic we have come together as a mature and honest system wide partnership to respond to the challenges faced, which tested our responses, our ability to adapt and the needs of our communities, places and businesses. As we move forward from the pandemic, Greater Manchester is determined to become **greener, fairer, more prosperous, driven by opportunities in all localities** across the conurbation.

This Strategy is Greater Manchester's plan for all the communities, neighbourhoods, towns and cities which make up our city-region. It is our plan for recovery and renewal following the pandemic. It provides a clear direction of travel for our city-region, focused on those areas where all parts of the conurbation need to work together to achieve our shared vision of ***Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study.*** And, critically, it sets how we will work together to achieve that goal.

The previous Greater Manchester Strategy set bold challenges and ambitions under ten thematic blocks. Throughout its implementation progress against those objectives and actions was regularly reported and high level outcome dashboards updated to monitor progress. As we move forward from that strategy to this, what has become clear is if we are to effectively address today's most pressing issues for our city-region – **responding to the interconnected challenges of climate change and inequality** – we need to take a different approach. We need to delve below the averages, we need to act quickly on decarbonisation, and we need to challenge ourselves to ensure we are responding to the issues that are currently holding us back and preventing everyone in Greater Manchester living a good life. This refreshed Greater Manchester Strategy therefore puts the climate and equalities agendas at its heart. These interconnected and overarching agendas will frame our city-region priorities; lenses through which all of our activity will be developed, tested and progressed. But whilst the challenges our city-region faces are real and significant, Greater Manchester also has many internationally significant opportunities and so tackling these challenges will be supported by: a) the ambition to become more **prosperous**, capitalising on our significant world leading strengths to drive economic development with equality of access for all; and b) driving opportunities in all of our **places** across Greater Manchester.

This Strategy is a blueprint to corral and energise our partnerships, galvanise relationships, working across agencies and sectors, and provide a platform for the further development and establishment of new relationships, opportunities and ways of working. The Strategy has been developed with, and agreed by, all ten councils, the Mayor, the NHS, Transport for Greater Manchester, Greater Manchester Police and Greater Manchester Fire and Rescue Service, with support from the Local Enterprise Partnership, businesses, universities, voluntary, community and social enterprise organisations, and members of the Greater Manchester Equality Panels and GM Equality Alliance.

Context

Greater Manchester's population of 2.8million is growing and getting older. The Independent Prosperity Review confirmed that the forecast 13 per cent growth in the local population by 2040 only includes a five per cent increase in the working age population, compared to 50 per cent growth for over-65s and 100 per cent growth for over-85s. The growth in the number of people in mid and later life represents the biggest demographic shift facing the city-region over the next few decades and will impact on all areas of life from health, to work, to education/reskilling, to culture, leisure and travel. Greater Manchester, with the wider UK, faces major challenges to improving population health and capitalising on the opportunities created by demographic change, including the need for significant innovation to transform the health and social care system. In deprived areas, enabling an increase in healthy life expectancy is even more of a challenge, and poor population health (compared to the UK average) is also a very significant barrier to economic growth and productivity.

This Strategy sets out our clear outcomes and commitments to be delivered. We will use these to further our relationship with central Government, investors and

collaborators, providing a platform for our future and how we would like to work in partnership to achieve our shared vision. Through this Strategy we provide a clear line of sight between our priorities, the ways we work, and how we deliver to support residents, places and businesses in meeting their needs, and ensuring our services are responsive to the lived experience of Greater Manchester's citizens. We will maximise opportunities and be responsive to fiscal events, ensuring available resources, flexibilities and accountabilities are aligned and delivering in support of our vision.

This is Greater Manchester's fifth Strategy and builds on the strong foundations of cooperation within the conurbation from commissioning of the Manchester Independent Economic Review which underpinned the first Greater Manchester Strategy in 2009, through to the Independent Prosperity Review and One Year On Report, Local Industrial Strategy and Unified Public Services White Paper, the Independent Inequalities Commission Report and Build Back Fairer Report.

The Strategy was due to be refreshed in 2020, however this was delayed for a year due to the Covid pandemic which threw Greater Manchester into an unprecedented situation. The challenges posed by the pandemic necessitated a collaborative approach to working at a scale not seen before across sectors and agencies across Greater Manchester, and ultimately in the development of the One Year Living with Covid Resilience Plan. The Plan has provided a bridge to this new Greater Manchester Strategy, assessing the impacts of Covid and co-ordinating responses, as well as providing a framework and clear set of priorities support the effective delivery of services and support as the city-region recovers from, and lives with Covid.

Recovery from the pandemic will be tough. Our people and places have been disproportionately impacted, and the effects and impacts of that will be persistent and far reaching. We want to ensure all our people are supported to live a good life in Greater Manchester, through all ages and stages in their lives. For example, we will support our children and young people to be good learners, with any necessary family help, education recovery, wrap-around provision and health and wellbeing needs being met.

The scale of the challenge to recover to our pre-pandemic position, and then go further, cannot be underestimated. Our services are under strain, our people have suffered more than other places, and our need for investment to support a greener and more equitable recovery is vast. We will capitalise on the opportunities available to us, drawing on our considerable assets across the city-region, and actively seek to develop new opportunities for the benefit of all our people and places, clear on the scale of the challenge ahead.

The pandemic has highlighted the importance of strong communities who take care of each other and of accessible, attractive and safe public spaces and streets. We will build on this and as our city and town centres and high streets start to recover, we will actively develop innovative and alternative models that will reinvigorate our much loved shared spaces, ensuring they are accessible, reflective of and inviting and safe for all residents and visitors. Our town centres and high streets will once again become the engines of growth for our city-region.

Our Strategy sets the direction of travel for Greater Manchester for the coming decade. This medium-term timescale will allow for stability and clearly set a course for the city-region's recovery, renewal and progression following the pandemic, in line with the economic vision developed by the LEP and adopted by the Combined Authority. The Strategy is accompanied by a three-year delivery plan which will be monitored, revised and reviewed on a regular basis. The delivery plan will capture the headline actions which are being delivered in collaboration across the Greater Manchester system in support of the achievement of the shared outcomes and commitments in this ten-year strategy. The delivery plan will be responsive to changing circumstances, ensuring opportunities can be capitalised upon, and challenges are understood, and appropriate responses put in place. Building from the learning and experience of the Greater Manchester systemwide pandemic response, this strategy, and the supporting delivery plan, provide for dynamic and flexible responses as circumstances and needs change, but still moving towards our collective end goals. All partners, from across sectors, including our businesses, the public sector and communities have a role to play in the delivery of this Strategy. It is only through the realisation of our collective efforts that our shared vision will be attained.

We were already on a digital journey, which has been accelerated by the pandemic. As part of our recovery and the progression of Greater Manchester, we will continue to embrace digital technologies and deliver ambitious digital infrastructure plans for our city-region, ensuring our people and places can make the digital shifts required to enable the attainment of our collective ambitions. Through this Strategy we will realise the myriad of opportunities a digitally fuelled city-region provides, and put our residents at the heart of our plans and set our ambition to be a world leading digital city-region, recognised globally for its digital innovation.

Across Greater Manchester partnerships we are collectively delivering a series of detailed, plans and activities. **It is not therefore the intention of this Strategy to reproduce that detail**, but to frame how individual elements come together, **focusing on those things where we need systemwide action to drive the changes we all want to see**, to support the attainment of our shared vision of good lives for all.

Driven by our joined up and collaborative policy and intervention approaches, we can level up our city-region. Greater Manchester has a proven track record regarding devolved powers, funding and delivery. Through this Strategy we will go further: we will ensure all of our people have access to safe, decent and affordable transport; we will accelerate our plans towards our carbon neutral ambition; we will create greener homes and communities; and better jobs and skills.

(Additional Information: GM's Levelling Up Deal)

A Greener Greater Manchester: Responding to the Climate Emergency

The Climate challenge

In Greater Manchester we are determined to act decisively, rapidly and effectively in response to the climate emergency, and for us to be ahead of the curve; not left behind.

Climate change is the single biggest threat that the world faces with human activities the main cause. The impacts of climate change are already here today in the increased frequency and magnitude of extreme weather events from heatwaves, droughts, flooding, winter storms, hurricanes and wildfires. Environmental challenges threaten the health and prosperity of our city-region. If we don't all act now, these will only worsen and the consequences will be felt even further by future generations. Their homes will be at greater risk of flooding, heat stress will be a greater risk to their health, water shortages will be more common and their natural environment – green spaces, soils and species will be at greater threat. The world will be a less safe place to live – coastal area areas will flood, food supply will be less secure, more species will become extinct and people could be driven into migration and conflict.

Whilst the climate emergency affects us all, it is the most vulnerable and disadvantaged communities who are often the least responsible for causing climate change who are experiencing the worst impacts be that at a global scale in developing countries, or closer to home in our deprived communities. These communities often have the least capacity to adapt and respond. We already see poorer access to high quality green spaces, and biodiversity under threat. In our responses to the climate emergency, we will ensure across Greater Manchester that the costs of decarbonisation do not fall on those who can least afford it. We will ensure our responses drive our ambitions to tackle inequalities. We need to live differently to tackle climate change addressing those activities which impact negatively on our climate, whilst recognising that we live in a global ecosystem where activity is interlinked, and it is incumbent upon us all to address the climate emergency and in so doing tackle the inequalities which exist.

As we respond to the climate emergency, we will ensure that those most vulnerable in our society benefit from innovation, investment and development. Delivering on Greater Manchester's carbon neutrality ambition will drive levelling up across our city-region, providing opportunities for people and places, whilst also tackling issues such as fuel poverty.

A carbon neutral Greater Manchester

Greater Manchester has already adopted a science-based target which gives us a total carbon budget and a carbon neutral target date. Whilst the carbon neutral target date of 2038 makes clear our overall ambition and vision for Greater Manchester, the rate at which we deliver decarbonisation is key and our five-yearly carbon budgets help us track our progress. Urgent action is needed, together with innovation that will accelerate future change. It is within our gift to start now, using the tools and technologies already available to use but to achieve our challenging ambitions we also need to stimulate innovation – in new technologies and processes, in new business models and in how we are all engaged, educated and upskilled. We

recognise moving quickly on decarbonisation holds the key to enabling better jobs, better homes, better transport and supporting good lives for all. This involves us working in different ways and is why we launched the **UK's first regional Clean Growth Mission** for Greater Manchester mobilising everyone around our mission for a carbon neutral city-region and breaking down the barriers between traditional sectors and groups. The Mission focuses both on rapidly reducing our carbon emissions and stimulating business innovation to achieve our goals. Our ways of working in support of the attainment of the Clean Growth Mission, enables the adoption of approaches that are reflective of the links, complexities and roles of individuals, agencies and networks in delivering the agreed aims. The approach focuses on problem-solving challenges facing society, which require many different sectors' involvement to solve.

This strategy intentionally removes priorities around traditional 'policy silos', enabling the whole of the system to come together in support of the attainment of our collective goals, responsive to the climate emergency and all working together to achieve carbon neutrality to the benefit of all our people and places.

(Additional Information: Decarbonising our city-region & delivering social value & inclusive growth

Additional Information: Vision for a low carbon GM)

Capitalising on opportunities of moving to carbon neutrality

While responding to the climate challenges our city-region faces, we will also ensure we develop and capitalise on opportunities presented as we move towards carbon neutrality by harnessing the potential for delivering economic, social and environmental benefits together. Delivery of this Strategy will ensure our activities are aligned and supportive of our carbon neutrality goal, with activities which are not conflicting or contrary to its attainment. This will involve whole system responses and collaborative approaches and accountabilities, which span across sectors, partnerships and agencies, even down to roles for individual citizens. This development will not always be straight forward, and will involve trade-offs, and an understanding of the widest possible impacts arising from our proposals, and will involve taking decisions with an evidenced understanding of the implications of our actions.

We are building ways to develop our understanding of the environmental impacts of our decisions and actions. Embedding understanding and assessment of possible impacts early in our policy planning and development activities will enable us to reconsider decisions that take us further away from our carbon neutral ambition, support the development of more environmentally friendly propositions, enable mitigating actions to be developed and delivered, and expand co-benefits, in addition to driving understanding and ownership that it is the responsibility of each and everyone of us to be responsive to, and contribute positively towards, our carbon neutral ambition. The development and adoption of a decision support tool, currently used for Combined Authority decision making, but with the intention of wider partnership adoption, is a significant step towards enabling this assessment and support in the development of policies and delivery which positively support our carbon neutrality target.

(Additional Information: See below GMCA decision support tool information in ways of working

Additional Information: GMFRS response to climate emergency)

We will address the challenges posed by climate change head on; our collective ambitions around decarbonising our city-region are unprecedented, but we are already translating that ambition into reality, not least via the Five-Year Environment Plan, and will continue to drive this through the delivery of this Strategy's actions and our ways of working. We recognise the scale of the challenge we have set ourselves, for example in decarbonising the transport network across Greater Manchester, but embark on such a dramatic transformation in the knowledge that only intervention at pace and scale, and with the right support from Government, will be sufficient to meet the environmental challenges posed and that such change will bring a range of benefits and opportunities to the people of Greater Manchester.

The attainment of our ambitious targets will require a transformation of the energy system and changes to the way we use and generate energy. In Greater Manchester we need to see a rapid increase to the use of public transport, active travel and low emission vehicles, our homes and buildings need to be far more energy efficient, we will need to drive up the use of solar photovoltaic energy, low carbon heat will be generated locally, and our businesses will need to adopt more circular modes of operation.

(Additional Information: Planning for a carbon neutral Greater Manchester public sector estate)

Climate change is already impacting on our city-region, with more frequent and severe flood events being seen. These impacts will worsen in the future, given the projections of the level of climate change already caused and unavoidable due to emissions already in the atmosphere. Understanding the significant impacts this will have on our economy, society and natural environment, forms the basis of Greater Manchester's Resilience Strategy. In seeking to make Greater Manchester one of the most resilient places that strategy recognises the role of the natural environment and utilises nature-based solutions to reduce flood risk or creating better green spaces for nature, biodiversity and people.

A Fairer Greater Manchester: Addressing inequalities and improving wellbeing for all

Inequality in Greater Manchester

Greater Manchester is a place which believes everyone should reach their potential. Our city-region has a long history of inclusion, welcoming migrants from the industrial revolution to the present day, championing social justice and human rights, and building diverse, cohesive and resilient communities.

However, like all global cities, inequalities exist and persist throughout our society, between Greater Manchester and the rest of the country, between localities in Greater Manchester, within localities and across specific groups within our

population. The inequalities experienced by Greater Manchester's communities are entrenched, systemic and intergenerational. **This Strategy seeks to respond to all evidenced inequalities, recognising the individual identities that experience disproportionate discrimination, alongside the role of place and poverty.** If we are to achieve equity, we must first understand and respond to the interconnected, complex, and personal causes of inequality.

The development of this Strategy has been shaped and informed by the Independent Inequalities' Commission and the Build Back Fairer Review, which have provided expert insight and intelligence, examining root causes, and sought to quantify the scale of the inequalities challenge in Greater Manchester, and propose potential solutions. The Independent Inequalities' Commission highlights that historical and contemporary systemic and institutionalised discrimination and prejudice of people experiencing racial inequalities has resulted in entrenched inequalities, rooted in long-standing structural issues of poverty and disadvantage.

The impacts of the pandemic have been unequal and unfair, highlighting and deepening inequalities which have existed for many years, and also created new inequalities. Covid mortality rates are 25% higher in Greater Manchester than in England as a whole, and are highly unequal within the city-region, with mortality rates 2.3 times higher in the most deprived areas, compared to the least deprived. Inequality is damaging the lives of our people, both here and now and in the long-term, with widely varying crime, health, education, skills and economic outcomes for our residents. The evidence and experience from the pandemic, has provided us with an expanded view; to consider the interaction and interdependencies of inequality and for example, housing, employment, environment, education and skills, and transport.

These inequalities are unacceptable. We need to collectively understand, acknowledge and confront entrenched prejudices, discrimination and injustices, including structural racism, that continue to hold back our diverse communities. We need to tackle the root causes of inequalities in the economic system, in the way public services work, and in deep-rooted discrimination of all kinds, including structural racism, gender bias, transphobia, ageism, homophobia, or because of their disability, faith, belief, or other protected characteristic. The delivery of this Strategy will drive ways of working that ensure our policies and services are responsive to the needs of our diverse communities. Our understanding of the challenges will be informed by the voice of lived experience, and our communities will be actively involved in shaping and delivering the solutions.

An equitable Greater Manchester

In Greater Manchester we want to level up to support a more equitable society, with all people able to access the opportunities to progress, develop and flourish in their lives. We recognise that we are not all starting from the same point. The impact of systemic and entrenched inequality and discrimination affects communities in different ways. **It is not a level playing field for many, and we will seek to redress that imbalance head on.** Our responses need to be shaped by our understanding of the systemic challenges people face, and that the negative impacts of discrimination and disadvantage has on people's lives.

Our communities experience of life in Greater Manchester are vastly different, for example, 5% of our population experiences 25% of all crime. Our schools experienced greater disruption during the pandemic, with more class closures than in other parts of the UK, and lasting impacts continue such as low return to school rates, and the need for extensive additional support in many of our education settings. In order to achieve our vision of good lives for all, Greater Manchester needs to work deliberately and collaboratively, going beyond meeting basic needs, empowering marginalised groups, and ensuring our people can participate fully in society with affordable, decent homes in safe communities, access via sustainable transport to good education, skills provision and employment opportunities, as well as cultural and leisure facilities. By taking a person-centred approach, understanding individuals needs and requirements, we can support all of our people to have a good life in Greater Manchester.

(Additional Information: Working in partnership to develop the Gender Based Abuse Strategy

Additional Information: The Young Person's Guarantee)

Despite the significant negative impacts resulting from the pandemic, throughout the response we also saw many positives; improvements in ways of working and shifts in people's attitudes and behaviours. It is the role of this Strategy to support the further embedding and the continuation of positive improvements and to continue to develop our actions and responses to mitigate any ongoing negative effects.

Positive improvements around people's sense of belonging, engagement with their local communities and foundational social infrastructure such as, use of local centres, culture and leisure spaces and facilities should all be maintained. Early signs suggest that they have played a key role in in the mutual aid response to the pandemic and are critical for building levels of community activity that can make for example, social prescribing and preventative activity viable.

In delivering this Strategy we will ensure easy access for all of our residents to high quality culture, outdoor and leisure opportunities, recognising the significant benefits this can bring for health and wellbeing. Similarly, it will be important to build on the rapid acceleration in digital communication and access to services which has enabled more people to work from home and to access a wide range of opportunities without the need to travel.

The time for change

The consequences of inequalities persist and prevail throughout our society. The case for change has been made, and we must through our collective actions, be directly responsive to the challenges our people face in trying to enable everyone to be able to get on and succeed. The full human impact of disadvantage and poverty is impossible to estimate; nobody can measure adequately the cost in physical or emotional suffering. [Research](#) by Donald Hirsch, Loughborough University has however demonstrated the financial costs of child poverty costs, at an estimated £38 billion per year. Investment in prevention is the only long-term sustainable solution

to society bearing these costs, and for the individuals and families affected to be supported to see a change in the future

The intersecting nature of inequality, the prejudice our people face, and the impacts and influences this has on all aspects of our community's lives will shape and inform our collective responses to redressing that balance. In the design and delivery of our responses we will seek to build in more preventative measures, responsive to the challenges our people face. We are determined to tackle the discrimination and disadvantage people experience because of marginalisation of their identities, along with the geographic inequalities which persist across our city-region. Through this Strategy we seek to ensure we can develop better policy and system actions, responsive to community needs and driving out processes and practices which perpetuate the inequality in our society.

Using more effective prioritisation and targeting of resources, **Greater Manchester, through this Strategy, has the opportunity to reshape our future, levelling up, with greater inclusivity and equity, for all of our communities, driving prosperity in all our neighbourhoods, towns and cities.** We must focus our understanding and interventions on those in society that do not achieve positive outcomes, and must not be blinded by averages. We will use all the levers at our disposal, including equalities legislation, the Socio Economic Duty and the Public Sector Equalities Duty to ensure we are giving full consideration to and developing appropriate responses to equality and access issues in the design and delivery of our programmes, plans and policies. We will strive to ensure our workforces and leadership are reflective of our communities, and that any individuals opportunities are not limited as result of discrimination due to their identity.

(Additional Information: See Leadership and Equality Ways of Working)

For the first time, this Greater Manchester Strategy includes new targeting approaches, with equalities and community measures at its heart. (Additional Information: See Progress Monitoring Annex) The previous targeting approach used high level city-region average measures, as our framework for monitoring progress. As we delivered that Strategy it became apparent a more nuanced approach to our evidence base and targeting was required if we are to effectively respond to the disadvantage and inequalities experienced by some of our communities.

This Strategy introduces a new focus on place-based inequalities through the use of neighbourhood floor targets, which set minimum standards against a number of core indicators. It also commits to tracking and acting upon demographic inequalities, highlighted by considering variation in outcome by population group. This approach will inject a new level of focus within some of the priority measures, and demonstrates a way of working and commitment to issues that are fundamental to the overall success of Greater Manchester. (See below: Employing robust quantitative and qualitative evidence-based approaches Ways of Working). We will seek to align collective activities and resources to ensure an appropriate shift in service delivery to support those people and places that need it most.

Through this Strategy we want to ensure everyone has access to the basics for a good life, no matter who they are or where they live, and resources are targeted at the people and places who face the greatest barriers to living good lives knowing that when inequalities are reduced, everyone will benefit.

A Prosperous Greater Manchester: Driving local and UK growth

A new economic vision

Despite the issues we face, Greater Manchester has significant economic, social and environmental strengths which we will capitalise on in order to tackle the challenges of climate change and inequalities.

This Strategy provides for Greater Manchester to respond to the challenges we face, recognising the economic opportunities created through an effective set of responses to climate change and inequalities. Following the pandemic, we have taken advantage of the opportunity to reappraise our economic priorities. We have developed a bold Economic Vision, enabling Greater Manchester to lead the local and UK economic recovery and development. Based on the Independent Prosperity Review evidence base, the Economic Vision charts a new economic course, capitalising on Greater Manchester's assets and the opportunities for economic growth through the regional centre and our growth locations, recognising our city-region can, and needs to be, at the heart of driving social and economic innovation, and as it does so, with the renewed focus of people and planet first.

We recognise that despite our best efforts, the previous model of growth hasn't benefitted all of our people and places. The Independent Prosperity Review found that health inequalities in Greater Manchester were holding back productivity and refuted the idea of a trade-off between inequality and growth – greater equality actually leads to more growth. We therefore need to ensure more of our people to contribute to, and benefit from the economic development of the city-region. Through this Strategy, and driven by the Economic Vision and Independent Prosperity Review, we will adopt new approaches to innovation, in order to diversify the business base, transform ways of working, build vibrant places, create future resilience and support pathways to work and tackle social issues. As our economy rebuilds and recovers from the pandemic, we will support our businesses to grow and develop, including recognising the key role in a successful business played by a skilled and talented workforce and thus the importance of ensuring that our education and skills provision is focussed on business need, which in tandem ensures that employment opportunities are accessible for our residents – as they have the skills required by employers. Additionally, we will embrace the renewed understanding and recognition by some of businesses' purpose being beyond growing shareholder value, and with significant power to impact positively on their communities. And we will radically improve and integrate our walking, cycling and public transport network (the Bee Network), to ensure that opportunities are accessible to all, and that all our communities can benefit and prosperity can be better shared, levelling up our city-region.

We will work with our diverse business base to attract new investment, drive innovation and developments across sectors and will continue to develop collaborative, positive partnerships with our business community to drive prosperity throughout the city-region, supported by our five universities, providing research and academic excellence.

(Additional Information: Innovation Greater Manchester
Additional Information: GM Local Energy Market)

Developing our frontier sectors

Evidenced by the Independent Prosperity Review and our Local Industrial Strategy Greater Manchester has assets, research excellence (driven by a world class higher education sector), talent and innovation potential within the frontier sectors of:

- **clean growth:** UK's first city-region Clean Growth Mission
- **health innovation:** largest life sciences cluster outside South East England with high potential opportunities in diagnostics and healthy ageing
- **advanced materials and manufacturing:** home of graphene and complimentary advanced manufacturing base
- **digital, creative and media:** significant clusters in cyber security, broadcasting, culture, content creation and media

A focus on our frontier sectors has the potential to address some of society's biggest challenges including achieving net zero carbon emissions and addressing the challenges of an ageing population. But we also want to use these strengths to power our economy, the Northern economy, and be at the heart of the UK's global competitiveness, creating the jobs of the future. Driving the growth of these sectors through increased R&D and a culture of creative innovation across our wider business base will help to increase investment and productivity, and create future jobs, both locally and for the UK. Ensuring our approach to industry and investment translates into growth in all parts of Greater Manchester going forward is central to this Greater Manchester Strategy.

Our collective ambition for Greater Manchester to achieve **carbon neutral living** by 2038 provides significant opportunity to deliver substantial carbon reductions (including through industrial decarbonisation), environmental and health benefits for our people, whilst also creating new green industries and jobs that capitalise on our outstanding research assets and large low carbon goods and services sector. We are leading by example with rapid and ambitious delivery retrofitting our public estate buildings.

In **health innovation**, Greater Manchester is well placed to use its research and industry strengths, including ageing research, to respond to the needs of our communities, support healthy ageing, lead health and care system transformation, and create nationally significant economic opportunities around health institutes and their suppliers that are spread across the city-region.

(Additional Information: Health Innovation)

Advanced materials and manufacturing have the ability to drive an industrial renaissance, through the successful commercialisation, adoption and diffusion of revolutionary and advanced materials. Greater Manchester is not only the home of graphene and other revolutionary 2D and advanced materials, but also has a complementary and highly productive advanced manufacturing base, which is clustered throughout the conurbation. By working across Greater Manchester we will build on these strengths, supporting the city-region to become one of the world's leading regions for innovative firms to experiment with, develop and adopt advanced materials and drive advanced manufacturing.

Greater Manchester has the largest **digital and creative** sectors outside of the South East. We will capitalise on this potential to create internationally significant clusters in broadcasting, culture, content creation and media, e-commerce and cyber security, and drive activity in new sub-sectors, where we have the potential to be lead industries of the future. Through our investments, research, talent programmes and wider activities we will ensure Greater Manchester residents have the necessary skills and expertise to access the significant opportunities created by the further development and growth of this sector, and in delivering this, seeking to drive out digital exclusion, ensuring all sectors of our society have digital access and can benefit from the realisation of opportunities.

We will support enterprising individuals to start, scale and grow new businesses across our city-region, recognising the significant role creative businesses can have on the vibrancy of our places, providing good employment and harnessing the economic potential of our people.

Home to GCHQ's strategic base in the North and the fastest growing digital security ecosystem in the UK, Greater Manchester's ambition is to become the home for UK digital security. The Government's announcement that National Cyber Force will be in the North West strengthens this, with growing academic strengths, investment in research and innovation paralleled with sector expansion, provides a strong base.

A global gateway

Greater Manchester is the global gateway to the North of England, at the centre of the Northern Powerhouse with assets, particularly in our four frontier sectors, important to UK's global standing, driving innovation and technological change in solving some of the world's biggest social and environmental challenges.

We are a globally connected city-region and, as the UK's third largest airport, Manchester Airport is a critical infrastructure asset and key driver for internationalisation and economic prosperity in Greater Manchester and the wider North. In 2019, the airport served 29 million passengers, with routes to more than 200 destinations, as well as the freight terminal managing import and export cargo of a total value exceeding £6.8bn. Indeed, the international connectivity afforded through the airport, Airport City and development of the wider integrated transport system connecting the airport to all parts of Greater Manchester and the wider North, will be important in levelling up and rebalancing both the local and national economy, providing a counterweight to London and the South East.

The pandemic has had a devastating impact on the airport, with travel restrictions limiting passenger volumes to below five per cent of normal levels for long periods. Going forward it will be important to ensure that the airport recovers so that it remains internationally competitive and connected to as many international markets as possible to ensure the economic prosperity of the conurbation and wider North, and that this is delivered in a sustainable way.

Our carbon neutral 2038 target and our carbon budget includes operational emissions from the airport. In our science-based target analysis we assumed that, at a national level, emissions from aviation will not grow any further and that from 2030 emissions will steadily drop to zero, in line with aviation industry targets.

The airport's operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft) are already certified carbon neutral. However, aviation is one of the most challenging industries to decarbonise. Whilst some of the necessary technologies, such as improved airspace management and sustainable aviation fuels are near term, the introduction of hydrogen and electric aircraft is still some way off, with the first aircraft expected to enter service in the mid 2030s.

We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.

By working to ensure aviation emissions are tackled at an international and national level, we will seek to avoid the distortions and redistribution of flights and emissions that could be the result of regional policies. We recognise that unilateral local action could distort the market, driving passengers and airlines to other airports in the UK and overseas, and undermine the role that Manchester Airport plays in Greater Manchester and the wider North.

We will encourage Government to adopt the right mix of policies, including support for technological innovation, to deliver the rapid decarbonisation of the aviation sector. If necessary, we will encourage Government to adopt demand management policies to regulate carbon emissions. The principle of equity will be key to ensure fair access to transport and an equitable distribution of the remaining global carbon budget.

We will also continue to support Manchester Airport and the industry to bring forward low carbon technologies and robust offsetting approaches – but in so doing, we will adopt a precautionary principle, to ensure that we do not overly rely on carbon offsetting or future technologies that may not deliver the reductions required. In so doing we will:

- Continue to work with the airport to ensure travel to and from the airport is as low carbon as possible, including developing improved public transport alternatives to

private car travel and promotion of EV uptake through EV chargers in car parks etc

- Educate people about the carbon emissions generated by air travel and encourage passengers to offset the emissions associated with their journeys (preferably using the Greater Manchester Environment Fund)

Our ability to connect with the world is central to improving our productivity, promoting our strengths, attracting investment and talent, driving international research collaboration and increasing our export propensity. Following the pandemic, maintaining and developing our international links will be vital to the city-region's prosperity but our connections with other places will also support us to address shared challenges including climate change and inequality.

Utilising our key assets, and further building on the Greater Manchester brand, we will continue to develop and forge international partnerships, trade relationships, research activity and ensure we maintain our stature as a globally desirable destination of choice. This will enable business to develop and grow sustainably, facilitate sharing of knowledge and learning from our international partners, as well as ensuring that we attract the best talent. Businesses that trade internationally are more resilient, competitive and employ more people than those that do not and whilst international trade makes a significant contribution to our economy, relatively it is significantly less than that for the wider UK, highlighting an important opportunity for us. The pandemic has clearly demonstrated that the ability to travel internationally is highly valued by businesses and individuals. At the same time, the pandemic has also shown that in some situations technology can displace the need for air travel and deliver savings both in terms of cost and carbon emissions. For this reason, we will encourage all travellers, including those travelling for business, to make informed choices when they choose to fly.

Importantly, Greater Manchester's internationally recognised leisure, sport and cultural offer continues to provide significant opportunities for our city-region's global reputation and growth prospects not only in directly attracting visitors but also in generating significant media coverage which affects investor/business relocater/student perceptions of Greater Manchester. Our communities and residents also benefit with easy access to some of the UK and world's best visitor locations and attractions and facilities.

(Additional Information: Global reach of GM)

Furthermore, we recognise that we are part of a global community and we cannot adopt a siloed inward approach, particularly when addressing key issues such as climate change and inequality. We are therefore also working with our Diaspora Communities, such as Bangladesh and Pakistan, on projects which give back to the communities that have given so much to Greater Manchester. For example, via the Bangladesh Partnership Board.

The foundational economy

To drive prosperity, we want to ensure there are economic opportunities for all. Our focus is therefore not just on our frontier sectors, but also to develop the foundational economy within Greater Manchester, to support the creation of higher paid and better jobs.

The foundational economy supplies everyday but essential goods and services, ensuring the effective functioning of society and the economy, and in Greater Manchester we are significantly more dependent on employment in the foundational economy than the rest of the UK. The true value of many of our foundational economy sectors and workers, has never been more apparent than during the pandemic response, with many foundational economy sectors employing key workers, providing the essential services needed through the emergency response and beyond. The value of these economies will also be essential to the recovery of our town centres, cities and high streets, not least the significant foundational jobs in the night economy, and hospitality specifically, which needs our support to grow back better, stronger and fairer.

(Additional Information: Foundational Economy)

As we drive economic prosperity we will continue to celebrate, support and develop new economic models. The social economy currently makes up around 20% of the economy and the sector is important in addressing inequalities with The Kruger Report highlighting that 30% of jobs created in the poorest neighbourhoods are in social enterprises. As part of our wider programme of activity focused on foundational economy sectors, we will support the role of social enterprises, co-ops and 'non-extractive' business which can provide wider opportunities for Greater Manchester's people and places, enabling a different pattern of wealth distribution, to the greater benefit of more of our society, including Community Wealth Building, taking a people-centred, co-designed approach to economic development, which redirects a greater shared of wealth back into local places and benefitting local people.

(Additional Information: Social Enterprise: Big Life Group)

It is our ambition to fix many of the issues prevalent across much of the foundational economy recognising this will provide opportunities for progression, development, pay increases and improved working practices for many Greater Manchester workers, driving prosperity, sustainability and stability into these much needed jobs and sectors within our economy. Lifelong learning is fundamental to this; people need opportunities to retrain and change careers throughout their life, particularly in the face of the climate crisis and need to transition away from carbon intensive activity.

We want to ensure all our people have access to good work, or the right support if they are not able to work. People should have opportunities to progress, and learning from the pandemic, working conditions which are flexible and responsive to workers and business needs. We have seen the significant role of paid and unpaid carers throughout the pandemic, responding to the needs of many of the most vulnerable in our society. Recognising we are an ageing population, we need to ensure all carers are supported and enabled to access opportunities, are able to

progress and that our employment system can be responsive to business needs but also allow for individual caring responsibilities.

Greater Manchester's Good Employment Charter has defined the seven characteristics of Good Employment and is providing a framework to support an ever increasing number of Greater Manchester employers to provide better opportunities for our workers to grow, develop and thrive in the workplace, and drive economic prosperity.

(Additional Information: See Employment Charter in Ways of Working)

10 distinctive places: 1 unique GM

Greater Manchester

As a conurbation, our place is unique – a complex and interconnected city-region. Our ten localities are diverse, home to distinctive neighbourhoods, towns, cities, and the regional centre, each with its own identity, its own characteristics and its own community and cultures. With a fantastic quality of life offer, across the conurbation we have some of the most desirable places to live, work and visit in the UK, and our residents across the city-region enjoy the benefits of the coming together of all of our places into a successful and vibrant conurbation, providing opportunities unique to our place.

Greater Manchester works because of the connection between our places, and the partnerships and collaboration which takes place at city-region level occur because it makes sense to come together, because the activities we embark on together add value, because the scale, the depth and the breadth provided by a city-region as unique as ours, is simply greater than the sum of its parts. Locating important activities (including healthcare, education, training and skills, employment, culture and leisure activities) in accessible locations and strengthening the sustainable transport connections to them, for example through the Bee Network roll-out, has the potential to radically strengthen communities and the city-region as a whole.

(Additional Information: Living Well at Home)

The pandemic has here, like elsewhere, resulted in different uses of our places, presenting challenges for some, but also opportunity for optimism, growth and development. Our place priorities and place-based working approaches, underpinned by the strength of partnerships and networks working across different geographical boundaries, provide extensive opportunities for all of our places and communities to flourish, within the context of a safe, vibrant and successful city-region capitalising on the renewed connection our residents have with their local areas. With our renewed focus and understanding of the role of places, local centres and access to culture and leisure opportunities, our activities are being reorientated to ensure these benefits are felt by all. For example, the work to enrich the lives of our children and young people includes the creation and promotion of more opportunities to take part in cultural, sporting and other leisure activities, and increasing experience of and exposure to the world of work, preparing our young people for their futures.

This Strategy is developed on the basis of a deep and evidenced understanding and knowledge of the needs and opportunities across the whole city-region. We will seize the opportunities presented for our local towns and centres to develop post-pandemic, building on their distinctive and unique identities, maximising the local culture, heritage and recreational offers, providing safe, sustainable local centres which are reflective of, and responsive to, the needs of their communities. Drawing on places uniqueness and with rich culture, heritage and diversity at their hearts, we will ensure our local developments provide economic opportunities for local businesses and residents, enrich the lives of our communities, and support improvements in access to, and benefits from, our investments and interventions.

(Additional Information: Streets for All)

Levelling up

Despite our many successes and the progresses seen in Greater Manchester, we still fall behind national averages on many measures. **We want to ensure Greater Manchester's people and places can truly achieve their potential, and this means levelling up.** We need, greater investment, new opportunities and the rapid translation of opportunities into reality, to enable Greater Manchester to level up, to the benefit of our people and places, but also for the region, nationally and internationally.

But, we need to level up **also within** the city-region. The diversity of our populations, places and opportunities present huge and often interconnected inequalities in the lived experience, economic, social, health and environmental outcomes. This Strategy aims to redress that imbalance. We want to ensure all of our people can enjoy a good quality of life, live in safe, vibrant communities, and are enabled to achieve their potential and can rely on an integrated, affordable and sustainable transport system so the benefits of prosperity can be shared.

Levelling up with and for people and communities

We know that economic growth, together with investment and development in our places, environment and infrastructure are fundamental to successfully levelling up. But, we also recognise this will not be successful alone, in addition we need to ensure we are paying attention to what it is that people, families and communities need in order to live their version of a 'good life'. Helping to elevate hope, aspirations and everyday wellbeing across the city-region is an integral part of our response to levelling up. Responding to inequalities will be central to how we achieve this. We will focus on new and innovative ways of ensuring people get the help and support they need, doing everything we can to make sure communities have what they need to help themselves.

During the pandemic we witnessed people and communities coming together, self-organising through a common purpose to help those around them. This hyper-local, people-driven response has provided significant learning about how and when both formal and informal support can best come together, and we need to build on this.

Through this Strategy we will ensure all our communities have opportunities to develop and thrive, building on learning from the pandemic. We want to ensure our integrated responses, enabled through our mature cross-sector partnerships, working with and for our communities, enjoy the benefits of our interventions, plans and policies. Our approaches to levelling up seek to ensure communities currently experiencing the greatest disadvantage are enabled, supported and direct beneficiaries of our actions. For example, our Retrofit Taskforce can deliver significant carbon reduction gains, generate local and inward investment opportunities, provide local training and employment opportunities, and provide for lower heating costs and improved building quality in some of our poorest areas.

Place led economic prosperity

Pride in our places is driving how we rethink their role as attractive locations to live, work and set up a business, delivering zero-carbon transport linked to zero-carbon homes. For example, we are using tools such as Mayoral Development Corporations, and ambitious district masterplans, to deliver new leisure uses, housing and reestablish core public services in town centres whilst reducing retail space, in response to the shift in demand.

This Strategy brings together those place based development and opportunity locations, which require the system as whole to come together to deliver for the overall success of the conurbation.

(Additional Information: Greater Manchester's Growth Locations)

Simply delivering in place is not enough, that design and delivery has to be responsive to the needs of our communities, supporting our residents to contribute to and benefit from our policies, investments and interventions.

Our growth locations provide for the delivery of sites which meet community need. We have clear, defined and evidenced plans that link opportunity and need, driven by place-based intervention to capitalise on the benefits which can be realised for our communities. Through the delivery of housing and employment sites we will ensure the connection of investment and development, to realise opportunities for communities and places which may not have benefitted previously from economic development and growth, or where there are major opportunities to drive growth. We recognise the significant opportunity we have in delivering our growth locations to improve the lives of Greater Manchester's residents, and in doing so deliver an integrated approach to economic, social and environmental objectives.

The six growth locations each provide a platform to lever the unique opportunities and assets within those locations to respond to the variety of needs and challenges present in different parts of the conurbation. Whilst the approach within each growth location is distinct, collectively they will drive a levelling up approach across the city-region that is responsive to the inequalities which persist in Greater Manchester, with zero carbon ambitions integral to their design and delivery.

The transformation of places will require all parts of Greater Manchester to have good access to interconnected transport infrastructure, safe, accessible and affordable, and maximising the opportunities of the expansion and development of our cycling and walking networks. Through our developments we want to ensure essential services, employment, and social activities can be accessed without the need for a car, with the health improvement and carbon reduction potential that offers.

The Bee Network is an integrated 'London-style' transport system which will join together buses, trams, cycling and walking and other shared mobility services by 2024, with commuter rail incorporated by 2030, to transform how people travel in Greater Manchester. By designing and delivering public transport, active travel and shared mobility services as one system with local accountability and aligned to national and local priorities, the Bee Network will transform the end-to-end travelling experience and make sustainable, low carbon travel an attractive option for all.

(Additional Information: Modal shift: the Regional Centre)

The development of all our places will be underpinned by the extension of our world class digital infrastructure, ensuring businesses and homes are digitally enabled and equipped. We will leverage and exploit our data to more effectively understand and provide better services to communities and businesses, utilising innovative and smart technologies and by taking a progressive approach, will strive to address digital exclusion and accessibility in an increasingly digitised society.

As with the detailed policy specific strategies which surrounds this document, those individual locality, town, city, and neighbourhood priorities not captured in this document are as much a crucial part of the breadth of delivery activity which collectively comes together to support the Greater Manchester Strategy vision, outcomes and commitments.

At the heart of the North, and a leading city in the Northern Powerhouse, Greater Manchester has a key role to play, enabling the success of our places, to enable a flourishing Greater Manchester as part of the wider regional and UK prosperity. We recognise the significant opportunities we have available to us and will seek to capitalise on those opportunities and to continue to develop our place leadership role to support the positive development of Greater Manchester on the national and international stages.

The Greater Manchester Approach

Aligning our approach

Setting our responses to climate change and reducing inequality at the heart of this Strategy has provided for a new approach to our collective ways of working.

Through this Strategy we want to ensure prosperity can be achieved, driven by our places, while responding to the climate emergency and increasing equity and fairness.

As we seek to move towards a much more sustainable approach to our systemwide design and delivery, in developing this Strategy we have ensured alignment with the UN Sustainable Development Goals. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. This Strategy is consistent with the Sustainable Development Goals, so that we are able to track and monitor progress against international benchmarks.

The pandemic and other shocks such as flooding, moorland fires and the Manchester Arena attack have shown the strength of our partnerships, collaboration and ability to respond when the system is exposed to an extreme event. They have also illustrated how interconnected and interdependent our lives are, showing areas where we need to improve and to do further work if we are to be truly resilient. The Greater Manchester system, its infrastructure, connections and maturity of relationships, gives us a strong base from which to continue to prepare for future shocks as we face the uncertainties of the future whether driven by climate change and biodiversity loss, international terrorism and cyber attacks or other global and local risks. We need to continue to explore how our decisions can help to reduce future risks and their impacts on our city-region. But we also need to be able to respond to those stresses which undermine our society, economy and environment and which are so often amplified by emergencies. That resilience depends on recognising and addressing chronic stresses such as poverty, polluted environments and social inequity and unequal access to opportunities, that weaken the fabric of society and can hamper attempts to respond to crises and to create a stronger future in their aftermath.

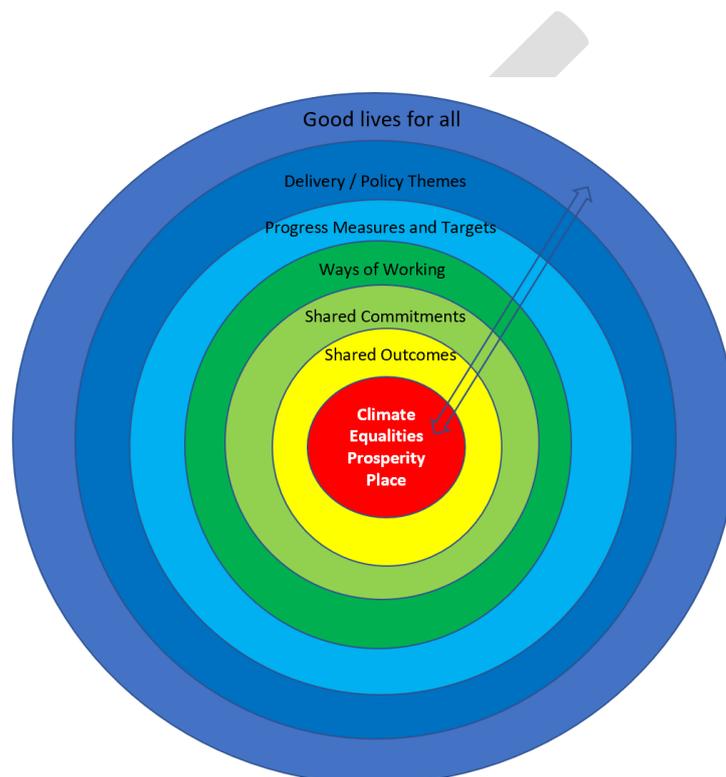
The delivery of this Strategy will drive positive action, responding to the climate emergency and will enable the design and delivery of policy responses which respond to evidenced, systemic and entrenched inequalities wherever they occur. Our ambition is absolute, but we are realistic about the transitions and changes in our prioritisation, the design of responses to issues, and embedding new and different ways of working to meet our ambition.

We will start our work with the consideration of how Greater Manchester may be different several generations from now, recognising the changing demographic, supporting and improving the health and wellbeing of our citizens, balancing short-term needs with ways to safeguard our ability to also meet long-term requirements of our communities, economy and planet. Wherever possible, we will increase the proportion of our work that focuses on prevention, identifying and responding to root cause issues, including those highlighted and exacerbated by the pandemic, looking for ways to support the breaking of negative cycles, intergenerational challenges or environmental damage. We will continue to develop and strengthen mechanisms that test our responses against these priorities and challenge proposals, delivery and actions which are counter to the progression of our ambitions.

(Additional Information: GM taking action to improve air quality on local roads)

Our approach

With climate and equalities at its heart, this Strategy has been developed and structured to enable the coming together of collective actions across all of our partnerships and places. The diagram below shows how our priorities have been structured, through the different 'layers' of objectives and delivery mechanisms and structures, and how these come together to achieve the core objectives at the centre, and surrounded by the overall ambition of good lives for all.



Through the lens of climate and equalities, supporting prosperity, driven by our places, this Strategy brings together shared outcomes, commitments, ways of working and progress measures to deliver our vision of good lives for all.

- **Our shared outcomes** (the Greater Manchester we want to see)
Issues and areas of focus where we want to drive change over the coming decade. Our shared outcomes look outwards to the UK and the rest of the world, and inward to our people and our places.
- **Our shared commitments** (the things we are going to do)
The shared commitments identify those areas of intervention, around which we will structure systemwide delivery, in support of the attainment of the shared outcomes. The success of delivery against the commitments is underpinned by the activity delivered through the breadth of detailed thematic

and place specific plans and strategies. The systemwide actions contributing to the delivery of the will be captured and progress monitored through the three-year delivery plan.

- **Our ways of working** (how we will work)
Aligned to the outcomes, commitments and in support of responding to the climate and equalities agendas. Our ways of working set out how we will work in innovative and collaborative ways to ensure we can remain honest to our commitments, and continually striving for improvement and development.
- **Our progress measures** (how we will know we are achieving)
The range of measures, metrics and targets that will provide the framework to demonstrate our collective progress towards the attainment of the outcomes, commitments and ways of working set in the Strategy. The progress and process measures will include the relevant checks and balances to ensure we are delivering in line with our committed ways of working, that our activities are focused and targeted on the shared priorities (as articulated in the shared outcomes and commitments) we have set and will utilise a breadth of data sources and intelligence, drawing on community insight to ensure as a system we are being responsive to the opportunities that exist in Greater Manchester and our community's needs.

(Additional Information: See Performance Framework)

The areas for action in this Strategy, draw from a range of strategies, plans, delivery and interventions; all of which are important to delivering Greater Manchester's goals. This Strategy does not seek to reproduce the detail of those plans, **but instead draws out the areas for actions where unless the system as whole comes together, we will not achieve our ambitions.** This approach, avoids duplication, and provides the necessary flexibility for the development and progression of other plans led by the many places and partnerships across the Greater Manchester system.

Additional linked strategies, plans and supporting documents, are captured to provide the direct connection to the wider delivery required to enable the success of this Strategy, ensuring our activities are developed and delivered within that holistic policy context.

Reconfiguration of the current system and modes of operating can improve outcomes across the city-region. Fewer, clearer and truly shared outcomes and commitments, supports all policy and delivery portfolios to see their important contribution to every one of our outcomes. For example, connecting people to opportunities is vital to deliver our economic, social and environmental agendas, but is more than investment in public transport and modal shift, and needs to include input and activities from all policy areas, and can be designed in such a way to respond to and address inequalities present in society as well as responding to the climate crisis.

The shared nature of the commitments and outcomes reinforces that it is **all of our responsibility** to ensure our activities are positively contributing to the attainment of

the outcomes and enable the necessary changes and shifts across the system to enable this to happen. These system changes, underpinned by our ways of working, will provide for collaboration across the system, sharing of learning, supportive and distributive leadership approaches, and showcasing of good practice, which can be developed and replicated more broadly, leading to Greater Manchester capitalising on its assets and the opportunities available, and achieving better outcomes and benefits for all.

As part of our systemwide responses we will also ensure we have inbuilt capacity and ability to adapt and respond to changing circumstances beyond our control. For example, substantive changes driven by central Government decisions, reorienting the local 'system' and translating these changes into opportunities for Greater Manchester to continue to deliver on our shared ambitions. We are currently in the process of establishing our Integrated Care System and an Integrated Care Board, which will replace the current Health and Social Care Partnership and will provide the new delivery infrastructure for the health and care system across Greater Manchester.

(Additional Information: A Bed Every Night
Additional Information: GM's movement for movement
Additional Information: Working Well)

Our Shared Outcomes

The Wellbeing of our People

A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities and, better transport

A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life

Vibrant and Successful Enterprise

A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.

A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability

Greater Manchester as a leading city-region in the UK and globally

Greater Manchester as a world-leading low carbon city-region

Greater Manchester as a world-leading digital city-region

Our Shared Commitments

We will **drive investment into our growth locations**, and use that to create opportunities in adjacent town and local centres

We will enable the **delivery of resilient, safe and vibrant communities** where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces

We will ensure our **local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened** through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy

We will create a **carbon neutral Greater Manchester by 2038**, with better air quality and natural environment

We will deliver a **low carbon London-style fully integrated public transport system** across bus, tram, train and bike

We will enable the delivery of **world-class smart digital infrastructure**

We will realise the opportunities from our **world-class growth and innovation assets**, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to **open up** opportunities in all parts of the city-region

We will **support our businesses to grow sustainably**, to become as prosperous as they can be

We will support the **creation of better jobs and good employment** that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities

We will **ensure businesses are able to access the skills and talent they need**, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't

We will ensure all our **children and young people leave education and training ready to succeed** in the labour market with a balance of academic, technical and 'life ready' skills

We will **ensure digital inclusion for all**, including under 25s, over 75s and disabled people online

We will **ensure the delivery of safe, decent and affordable housing**, with no one sleeping rough in Greater Manchester

We will **tackle food and fuel poverty** experienced by Greater Manchester residents

We will **reduce health inequalities** experienced by Greater Manchester residents, and drive improvements in physical and mental health

Our Ways of Working

Leadership – We will adopt a distributed leadership model which is representative, culturally competent and inspiring

Environment – All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the Greater Manchester 5-year Environment Plan. Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy

Equality – We will eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not

Involving stakeholders – We will seek to ensure we put people at the centre of our decision making, and ensure the right stakeholders are involved in all our work, delivering through productive and meaningful partnerships

Effective communication – We will ensure our communication is more than just the exchanging of information. We will be transparent and complete in our communications, delivered in a timely manner

Progressive Procurement and Social Value - We will capitalise on the opportunity to redefine and strengthen the way we use social value, and will use procurement and social value to support our responses to tackling the climate and inequalities challenges

Employing robust quantitative and qualitative evidence-based approaches – We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do. We will adopt principles that data will be disaggregated by geography or cohort wherever possible, to delve below the averages, understanding the variance in outcomes by location and population group

Workforce – We will put in place workforce programmes to support organisational and workforce development based on and facilitating a more integrated public facing workforce

Innovation – We will explore and apply new and more effective approaches to maximising GM's innovation assets to drive economic development and will support the development of social innovation, enabling greater opportunities for people and places

Thinking for the future – We will wherever possible, embed prevention as part of our standard practices. We want to ensure that GM can meet the needs of the present, without compromising the ability of future generations to meet their own needs

Understanding the impacts of our decisions – We will adopt an assurance framework which assesses our progress on the implementation of the shared ways of working, and the effectiveness of these changes as they are delivered

Enabled via:

- Embedding the GM model of unified services
- Investing in the VCSE sector
- The GM Good Employment Charter
- GM's Digital Blueprint

Our Progress Measures

Headline progress measures (below), targeted indicators and qualitative assessments will form the basis of the comprehensive performance framework and progress monitoring of the delivery of this Strategy.

Shared outcome / shared commitment	Indicator
Shared outcomes	
<p>The Wellbeing of our People</p> <ul style="list-style-type: none"> • A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities; and better transport • A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old, with inequalities reduced in all aspects of life <p>Vibrant and Successful Enterprise</p> <ul style="list-style-type: none"> • A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential • A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability <p>Greater Manchester as a leading city-region in the UK and globally</p> <ul style="list-style-type: none"> • Greater Manchester as a world-leading low carbon city-region 	<ul style="list-style-type: none"> • Healthy life expectancy at birth • Median resident earnings • % of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in the reporting year from a rating of D or below to C and above • Number of engagements by GM residents with cultural organisations supported by the GM Cultural Fund • % of people responding 'easy' or 'very easy' to 'How easy or difficult do you find travelling to [selection of destinations / trip purposes] (by any form of transport)?' • % of children living in low income households • % people with a strong sense of belonging to their local area • Business births • % of working-age population in employment • % of working-age population with Level 4+ qualifications • % of working-age population with sub-Level 2 qualifications • Manchester's position on the Resonance World's Best Cities index • Carbon emissions estimates p.a., ktCO2

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> Greater Manchester as a world-leading digital city-region 	<ul style="list-style-type: none"> Number of properties at risk of flooding No. people employed in digital industries
Shared commitments – place priorities	
<ul style="list-style-type: none"> We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres 	<ul style="list-style-type: none"> Employment space and housing growth % increase in residential development in main town centres
<ul style="list-style-type: none"> We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces 	<ul style="list-style-type: none"> % of residents who feel 'very' or 'fairly safe' in their local area No. of neighbourhood crimes per 1,000 population % of victims who are satisfied with the overall service received from Greater Manchester Police (GMP) % of people responding 'easy' or 'very easy' to 'How easy or difficult do you find travelling to [selection of destinations / trip purposes] (by any form of transport)?'
<ul style="list-style-type: none"> We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy 	<ul style="list-style-type: none"> Net additional dwellings built p.a. Number of new build homes with an energy performance certificate (EPC) rating in the reporting year of A
Shared commitments – system priorities	
<ul style="list-style-type: none"> We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment 	<ul style="list-style-type: none"> Level of NO₂ emissions and exceedances Amount of renewable electricity installed capacity Number of trees planted per annum

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike 	<ul style="list-style-type: none"> Municipal / household waste recycling rate % who find it easy to use different forms of transport in one journey % of people who say they can afford to travel by public transport as much as they like % and total annual trips made via public transport / active travel % of the GM bus fleet that is zero emission (at tailpipe)
<ul style="list-style-type: none"> We will enable the delivery of world-class smart digital infrastructure 	<ul style="list-style-type: none"> % of premises unable to access download speeds of at least 30Mbit/s
<ul style="list-style-type: none"> We will realise the opportunities from our world-class growth and innovation assets, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the City-region 	<ul style="list-style-type: none"> Number of employees / companies in GM's frontier sectors Number of innovation-active businesses
<ul style="list-style-type: none"> We will support our businesses to grow sustainably and be as prosperous as they can be 	<ul style="list-style-type: none"> Number of GM businesses engaged by the Growth Company Number of GM businesses signed up to the <i>Race to Zero</i> campaign
<ul style="list-style-type: none"> We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities 	<ul style="list-style-type: none"> % of employees paid above the Real Living Wage (RLW) % of GM residents in 'good work'
<ul style="list-style-type: none"> We will ensure businesses are able to access the skills and talent they need, and people are able to realise their full potential – by provision of high quality learning and wrapping support around individuals – with access to good work for those who can, support for those who could, and care for those who can't 	<ul style="list-style-type: none"> Trends in Adult Education Budget (AEB) starts and achievements Trends in apprenticeship starts and achievements (focus on cohorts, sector subject area, level)
<ul style="list-style-type: none"> We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills 	<ul style="list-style-type: none"> % take up of funded childcare and early education places for two-year-olds % of children at or above the expected level of development at 2-2.5 years Attendance at school: rate of pupil unauthorised absence (all age, all settings) % of young people reporting good or higher wellbeing (Year 10s)

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online 	<ul style="list-style-type: none"> Trends in transitions for GM young people, including priority cohorts, across childhood % of residents not accessing the internet in the last 3 months Level of digital exclusion within priority groups (tbc.) Total number of learners taking digital skills courses funded under the GM Adult Education Budget (AEB)
<ul style="list-style-type: none"> We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester 	<ul style="list-style-type: none"> % of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in the reporting year from a rating of D or below to C and above Number of new affordable homes built per annum Number of people sleeping rough
<ul style="list-style-type: none"> We will tackle food and fuel poverty experienced by Greater Manchester residents 	<ul style="list-style-type: none"> % of households that are food insecure Volume of unsecured personal loans
<ul style="list-style-type: none"> We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health <p>[Note: detailed work is underway to develop a new GM Health and Care Strategic Plan, and to create the statutory Integrated Care System for GM. Consideration of performance reporting approaches is an important element of this work, including ensuring close alignment to the GMS performance indicators. The indicators and targets proposed against this shared commitment should therefore be treated flexibly, subject to potential development as the strategic context becomes more defined.]</p>	<ul style="list-style-type: none"> % of adults reporting 'high' or 'very high' satisfaction with their life % of adults reporting high levels of anxiety % of people who are active or fairly active % of GM residents who are overweight or obese % of adults (18+) who are current smokers No. of emergency hospital admissions due to falls per 10,000 adults aged 65 and over

Our ways of working

Stakeholder engagement during the development of this Strategy has highlighted that **delivering on our shared outcomes and commitments will depend on how we work together, as much as what we work on.**

We recognise that a **Greener Greater Manchester** that responds to the climate emergency, a **Fairer Greater Manchester** that addresses inequalities and improves wellbeing, and a **Prosperous Greater Manchester** that capitalises on GM's unique assets to drive a thriving local and UK economy, recognising **10 distinct places: 1 unique GM**, will only be achieved via the development and adoption of practices which will enable a consistent approach across sectors, systems, institutions and communities to come together to create good lives for all.

Greater Manchester is a highly complex ecosystem of partners, partnerships and relationships; some statutory, some primarily to transact business, but many voluntary. These relationships are built on **trust, honesty and maturity** – our overarching ethos in the way that we operate.

Our consistent ways of working should be the 'glue' which binds us together.

1. Leadership: We will adopt a **distributive leadership** model that is focused on people and place. Using the subsidiarity principle, meaning that decisions and issues are taken and addressed as close to communities as possible, coming together at a Greater Manchester level where there is a demonstrable benefit. We will take actions in recognition that our leadership must be more reflective of the **diversity** of Greater Manchester, and our boardrooms, executive bodies and council chambers need to be more representative of our communities, making decisions that benefit everyone.

As those agencies fundamental to this Strategy's development and delivery, we will ensure all of Greater Manchester's **anchor institutions** take a leading role shaping and enabling the future of Greater Manchester, and an enhanced role in tackling inequalities.

As exemplars and place shapers, our anchor institutions will:

- Use their spending and investment power to deliver social value
- Enable progressive stewardship of land, property and financial assets
- Adopt fair employment practices

The difference that we will see from this approach to **Leadership** will be that people from across all sectors, all places and all communities see it as their responsibility to inspire, motivate and take a lead role in making Greater Manchester a great place to grow up, get on and grow old; and a great place to invest, do business, visit and study.

(Additional Information: Ways of working – leadership)

2. Environment: All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the [Greater Manchester 5-year Environment Plan](#). Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy.

We will focus on a small set of key priorities where we need to take action over the next 5 years and beyond to achieve our aims. We will undertake assessments of our environmental impacts – with the intention for wider roll out of the GMCA decision support tool – to drive changes in our policy design and delivery that seeks to stop environmental harms and wherever possible drive environmental improvements.

The difference that we will see from this approach to **environment** will be that environmental impacts are fully assessed prior to commencement of all activities and actions which address the climate emergency are prioritised across all areas of our work, enabling achievement of our commitment to be carbon neutral by 2038.

(Additional Information: Ways of working – environment)

3. Equality: The Equality Act 2010 challenges organisations to know how age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sex, and sexual orientation describe the experiences of local communities, both individually and collectively.

We will use our powers and resources to:

- Eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

We will ensure that Equality Impact Assessments are completed and acted upon from the start of initiatives, completed by well-trained people and involving those who experience inequality.

The difference that we will see from this approach to **equalities** will be that Greater Manchester will be a place where people are welcomed and feel safe, not subjected to discrimination, and a place where people support each other and work together to improve where they live.

(Additional Information: Ways of working – equalities)

4. Involving stakeholders: We will seek to ensure we put people at the centre of our decision making. We will involve people where appropriate in our activities, helping to set the agenda and being equitable partners in delivering those activities

which are important to them. We will undertake stakeholder analysis at inception phases – with openness and accountability - ensuring stakeholders from a range of related sectors and disciplines who could support the development of our work are engaged, involved and working with us, enabling productive and meaningful collaboration and partnerships.

We believe that people should have a say over the places in which they live and the services they use. Delivery of this Strategy will be informed by the people and communities it impacts and we will use community insight and intelligence alongside any relevant data and statistics to shape and inform priorities, policymaking and improve overall service delivery.

(Additional Information: See Employing robust quantitative and qualitative evidence-based approaches way of working)

We will reach out into communities, learning from local insight and hearing from those most likely to be facing the most significant disadvantage. Wherever possible all institutions should actively engage residents, service users, staff and stakeholders as part of this work, utilising the comprehensive equalities infrastructure we have established.

The difference that we will see from this approach to **involving stakeholders** will be a sense of shared ownership of problems and solutions, of trust in our openness and accountability and the effort that we are making and in our overall likelihood of successfully achieving benefit for Greater Manchester and its people

(Additional Information: Ways of working – involving stakeholders)

5. Effective Communication: We will ensure our **communication** is more than just the exchanging of information. Greater Manchester will reach out across the traditional silos and create mechanisms for good communication with all stakeholders. We will be transparent and complete in our communication, deliver this in a timely manner without creating uncertainty and enable consistency of messaging across our partnerships. We will understand our audience and select channels and accessibility standards to meet their needs. We will encourage feedback and dialogue, empowering all our stakeholders to get involved.

The difference that we will see from this approach to **communication** will be improved understanding of roles and responsibilities in relation to this Strategy, strong relationships and mutual respect.

(Additional Information: Ways of working – effective communication)

6. Progressive procurement and social value: Procurement and commissioning has an important role to play in the delivery of the aims and outcomes in this Strategy. Collectively we will capitalise on the opportunity to redefine and strengthen the way ‘social value’ is used in Greater Manchester, both through procurement and as part of a broader, more purposeful, outcomes-focused and inclusive approach to

operating and doing business for organisations across all sectors. For example, public money should be being used to support good employment practice and guarantee people a living income.

We will go beyond what is set out in the Public Services (Social Value) Act to enable any organisation to use social value to tackle inequality. Wherever possible we will show preference to companies because they share the same core values that we want to encouraged and grow in Greater Manchester, not just because of the 'added value' they are offering to pay for on a particular contract. We will encourage our major suppliers to join us in support of attaining our target to be carbon neutral by 2038.

The difference that we will see from this approach to **progressive procurement and social value** will be a more effective use of available financial resources in terms of driving out benefit for Greater Manchester, achieving our environmental targets and delivering this Strategy.

(Additional Information: Ways of working – progressive procurement and social value)

7. Employing robust quantitative and qualitative evidence-based approaches:

We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do (including for example through use of the GMCA **decision support tool** detailed below). Through our progress and process measures we will ensure we are delivering on the commitments made in this Strategy, in terms of not just what we deliver but also the ways in which we deliver.

We will seek to that data will be disaggregated by geography or cohort wherever possible to delve below the averages, understanding the variance in outcomes by people and places. This will enable the more deliberate and effective targeting of plans, policies and interventions, responsive to need. We will also commit to the development and collation of data sources, insight and intelligence outside of those 'standard' datasets produced nationally, where lived experience is often masked by averages.

The implementation of this Strategy will embed a shared set of measures which will be used to set priorities, design and develop actions and interventions, and the flow through of resourcing to support their implementation.

The difference that we will see from **employing robust quantitative and qualitative evidence-based approaches** will be that we are as clear as possible of the nature of the issues that we are seeking to address, use this understanding to target our effort and resources, and assess the impacts of our work.

(Additional Information: Ways of working – employing robust quantitative and qualitative evidence-based approaches)

8. Workforce: Employment standards, and the capacity and capability of our workforce are a critical enabler of this Strategy. We will put in place workforce programmes to support organisational and workforce development based on and facilitating a more integrated public facing workforce. We will ensure we have suitably skilled and talented workforces to deliver our shared vision.

Collectively, and as individual organisations with a stake in the delivery of this Strategy, we will ensure we are taking the necessary actions and mitigations to tackle discrimination and inequality in our workforces and workplaces, ensuring our workforces are more reflective of the communities we serve. There is a clear economic case for diverse and inclusive workforce, that is more innovative to meet customer needs and productive by maximising the skills available, whilst also recognising the need to be forward looking supporting life-long learning. In addition to the wider social benefits of employing people experiencing inequality, and the impact this has on social cohesion, life outcomes and public service demand.

The difference that we will see from this approach to **workforce** will be one that is best able to meet the work required to achieve our shared vision, responsive to the needs of our communities and that feels safe and empowered in delivering their roles.

(Additional Information: Ways of working – workforce)

9. Innovation: Developing and driving innovative new solutions will be a crucial part of our ways of working in Greater Manchester. We will explore and apply new and more effective approaches to maximising Greater Manchester's assets to drive local and national economic development, as well as tackling some of the key societal challenges that exist such as the climate emergency and health inequalities.

Our Economic Vision builds on our innovation assets and opportunities and will drive and accelerate growth for the city-region. Digital innovation will underpin the delivery of this Strategy and will shape the future of Greater Manchester.

Innovation across the transport and mobility sectors is particularly intense, challenging old modes, technologies and services. We will look to adopt and deploy innovation in a way that support our efforts to radically improve the transport offer in clean and sustainable manner.

In addition to technical and business innovation, we recognise the need to cultivate the conditions for social innovation to thrive across our city-region with the overarching aim of enabling good lives for all. We will explore the development of a social innovation network for Greater Manchester. We will achieve high levels of upholding citizens data right and engage in a conversation about the ethical impacts of innovation and technological advancement.

The difference that we will see from this approach to **Innovation** will be an increase in our ability to react to technological and societal change and discover new opportunities to drive forward this Strategy further and faster.

(Additional Information: Ways of working – innovation)

10. Always working with the future in mind:

The Inequalities Commission and Build Back Fairer reports both emphasised the need for Greater Manchester to embed a preventative and ‘future generations’ approach. We need to ensure that Greater Manchester is meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Where applicable, we will prioritise work with children and young people, share expertise and evidence of the success of prevention approaches and continue to build capacity and partnerships to further develop these approaches.

(Additional Information: Young Person’s Guarantee)

We will use our [Resilience Strategy](#) to build the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.

We will use our Information Strategy to responsibly collect, use and manage data about citizens, communities, systems and businesses to tackle inequality and create the future for Greater Manchester.

The difference that we will see from this approach to **always working with the future in mind** will perhaps only be truly seen in the longer term and by our future generations. However, we know that this approach, as well as prioritising those upstream actions which seek to prevent an issue ever happening in the first place, will lead to higher productivity, lower treatment or renovation costs, less suffering and premature mortality and more cohesive communities; as well as happier, more successful people who are better able to participate fully in society.

(Additional Information: Ways of working – always working with the future in mind)

11. Understanding the impacts of our decisions

Throughout implementation of the ways of working, we will adopt a **performance framework** which assesses not only whether we are using these ways of working, but also whether they are being effective at enabling Greater Manchester to deliver this Strategy, delivering a greener, fairer and more prosperous city-region. This framework is embedded as part of our performance and process measures.

The performance framework will have two parts to assess progress against our ways of working:

- A set of ‘process measures’ which will tell us whether we are using each of the 10 ways of working
- A ‘so what’ question which asks whether these ways of working are making the difference that we are looking for

The GMCA **decision support tool** has been developed and tested and will be used consistently going forward to provide an assessment of the impacts (both positive and negative) arising from propositions being developed and enabling informed decision making. We are committed to the further roll out and wider use of the tool across as many formal and informal decision forums as possible, recognising the potential positive benefits to be gained through its widest possible use in all forms of policy and proposition design and delivery.

(Additional Information: Ways of working – understanding the impact of our decisions)

Enabling the Ways of Working

Greater Manchester has put in place a range of initiatives and tools which will enable these ways of working. We will publish further examples at the website for the Greater Manchester Strategy but some of the most important enablers include:

Embedding the Greater Manchester Model of unified services

Our [model](#) of unified services for the people of Greater Manchester, recognises that the way public services are traditionally organised must change. Services often operate in silos, making it difficult for people to get the holistic support that they need, where they need it, and for public money to be spent most effectively.

We have led the way in Greater Manchester with our reform programme, and will now go further. We will adopt the principle of **'universal basic services'** as a key pillar of a more equal society. We will also take an approach using the principle of **proportionate universalism**, recognising that some people and some communities need targeted, stepped up or more intensive help.

We now urgently need to move from principles to practice, and will push on with delivery in pathfinder neighbourhoods and communities.

Additional Information: Embedding the GM Model of unified services

Investing in the role played by the Voluntary, Community and Social, Enterprise (VCSE*) sector through the VCSE Accord

** When we talk about the VCSE sector in Greater Manchester, we mean voluntary organisations, community groups, the community work of faith groups, and those social enterprises where there is wider accountability to the public via a board of trustees or a membership and all profits will be reinvested in their social purpose.*

Greater Manchester is home to over 17,000 voluntary, community, faith and social enterprise organisations who are well-networked with strong, distributed leadership, established communications channels and have evidenced their ability to convene and act as a sector around general or specific strategic objectives.

Covid has demonstrated the sectors ability to adapt at pace and with a huge degree of accuracy and efficacy to meet the needs of our communities. The sector is a significant employer with a high proportion of jobs at Real Living Wage.

We are committed to the implementation of the newly agreed GM VCSE Accord, providing a shared vision for a thriving VCSE sector working collaboratively and integrally with public services. Investment in the VCSE sector under the Accord will enable the sector to be an in equal partner in the design and delivery of GMS implementation.

(Additional Information: Investing in the role played by the VCSE sector)

The GM Good Employment Charter

There are around 105,000 companies in Greater Manchester, and we continue to work with them to bring trade, investment and growth, and support people to access the opportunities created.

Through the [Greater Manchester Good Employment Charter](#) we have worked with Trade Unions to define the seven characteristics of Good Employment and create a framework to support all employers in the city-region regardless of size, sector, or location, to improve employment standards and provide better opportunities for GM's workers to grow, develop, and thrive in the workplace as well as improving our economy. The ambitions for Greater Manchester to become the first city-region to pay all employees a real living wage build on this movement, and will require even deeper collaboration between public, private and third sector employers as well as leadership in self-employment and freelance occupations.

The development of the GM Good Employment Charter and the creation of a 'movement' around the work through a tiered system of supporters and members as well as a strong brand and engagement mechanisms will be key to driving forward our ambition for fair and high standards of employment.

Greater Manchester's Digital Blueprint

We want to ensure we can enhance the successes of Greater Manchester, already gaining an international digital reputation, with our Digital Blueprint setting out the approach to meet our ambition to be a top 5 European digital city-region.

Prioritised actions are underpinned by a focus of inclusive growth of digital talent and extending our world-class smart and digital infrastructure and connectivity. We will continue to follow a "whole digital ecosystem" approach that shaped and underpins the Blueprint model, enabling Greater Manchester to achieve our ambitions.

We will ensure that digital is connected across the work of GMCA and partners, driving better delivery of public sector transformation by maximizing opportunities and resources, enabling joint working on opportunities and ensuring that gaps are rectified, and throughout maximizing the impact of our collective actions.

(Additional Information: GM's Digital Blueprint)

DRAFT

Abbreviations and acronyms

AEB	Adult education budget	LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning. The 'plus' represents other sexual orientations and gender identities including (but not limited to) pansexual, asexual, and various non-binary genders.
BBC	British Broadcasting Corporation	m	million
BEDP	Building Energy Decarbonisation Plans	MW	Mega Watt
bn	billion	MWp	Mega Watts of power
CYP	Children & young people	NHS	National Health Service
DEC	Display energy certificates	NO ₂	Nitrogen Dioxide
EPC	Energy performance certificate	NPR	Northern Powerhouse Rail
EU	European Union	p.a.	Per annum
EV	Electric vehicle	PPE	Personal protective equipment
GBV	Gender Based Violence	PSDS	Public Sector Decarbonisation Scheme
GCHQ	Government Communications Head Quarters	PV	Photovoltaic
GM	Greater Manchester	R&D	Research and development
GMCA	Greater Manchester Combined Authority	SME	Small and medium-sized enterprise
GMFRS	Greater Manchester Fire and Rescue Service	UK	United Kingdom
GMS	Greater Manchester Strategy	UN	United Nations
HR	Human Resources	VCSE	Voluntary, Community and Social Enterprise
HS2	High Speed 2 (rail)	W&G	Women and Girls
ktCO ₂	Carbon dioxide - kilotonne	YPG	Young Person's Guarantee
LEP	Local Enterprise Partnership		

Additional Information

(Linked material when reading the strategy online)

Greater Manchester's Levelling Up Deal

Greater Manchester has made significant progress over recent years, including the delivery of major projects such as the expansion of the Metrolink network, the ramping up of housing delivery and delivery of investment in Brownfield sites now being brought together in our Places for Everyone framework, the development of assets into internationally competitive sectors (advanced materials and manufacturing, digital health innovation and low carbon), and a model of service delivery which has brought together health and social care ahead of the national curve.

However, despite this a productivity gap remains between Greater Manchester and the UK, and even more so comparable city regions in other countries. As the GM Independent Prosperity Review found, health inequalities contribute to that gap, along with other gaps in human capital and infrastructure. Closing this prosperity gap will require tangible delivery which creates opportunities for talent and innovative businesses.

[Greater Manchester's Levelling Up Deal](#) is a serious, positive offer to Government which will deliver a London-style transport network with affordable London-level fares, accelerating our plans for a net zero future with better, greener homes and communities: and better jobs and skills.

Our Deal could be a model for Levelling Up and Net-Zero delivery for the whole country. We want a real partnership between Greater Manchester and Government with clear responsibilities and proper accountability for local leaders.

Greater Manchester has a strong record of delivery and collaboration and has led the way on English devolution and our Levelling Up Deal Deal builds on that. It will require both Greater Manchester delivery and Government support. If Greater Manchester is given the right powers and funding our Levelling Up Deal will:

- Deliver a London-style transport network with affordable London-level fares, moving us towards a zero carbon transport system
- Remove one million tonnes of carbon from GM's economy – and in so doing help to address inequality, for example by increasing energy efficiency creating savings for households and tackling fuel poverty, retrofitting schools and other public buildings as well as social homes and private homes
- Create attractive places to live, work and set up a business
- Create opportunities for people to retrain, get the skills they need and create jobs right across Greater Manchester
- Create a 'Golden Triangle' of innovation excellence within the towns and cities of the North, to drive UK growth

Decarbonising our city region and delivering social value and inclusive growth

Progress is being made towards the renewable energy generation targets in the [5-Year Environment Plan for Greater Manchester](#). However, GM needs to rapidly scale up delivery to achieve carbon neutral by 2038 and stimulate local economic recovery following Covid-19.

[Go Neutral](#) is a GMCA-led Smart Energy initiative to decarbonise our city region and deliver social value, community wealth-building and inclusive growth. For Greater Manchester, Smart Energy is about:

- Taking control of how we generate, use, and trade our energy locally to create a resilient and connected energy system.
- Creating greener, healthier, and more affordable lifestyles.
- Creating investment opportunities that will support new jobs and skills on our pathway to carbon neutral by 2038.

Phase 1 of Go Neutral is currently underway. We are delivering a pipeline of 20MW of new renewable energy generation and battery storage across all of GM's districts by 2023. This is supporting circa 575 jobs through feasibility, design and delivery. We are now moving into Phase 2, which is to rapidly scale impact and accelerate delivery. We want to make the most of underused public sector owned assets by making them available for smart energy deployment opportunities.

GMCA, working with our ten districts, Transport for Greater Manchester, and the Environment Agency have sites shortlisted for potential development opportunities based on their geospatial characteristics and local intelligence. 768 (and counting) underutilised sites have been shortlisted by partners for potential integrated smart energy solutions.

To help streamline the procurement and delivery of these opportunities, we are currently putting in place a GMCA-led smart energy call-off framework. It will allow users to contract with providers to make carbon savings and/ or cost savings through implementing 'smart energy interventions' to their buildings, car parks and land assets via a range of investment and delivery models. The framework will be accessible to all UK public sector organisations.

For GM, the initial phase (first three years) will seek to identify, develop, and deliver at least 85MW of power generation and potential supporting battery storage and electric vehicle charging infrastructure across 430 assets owned by 13 public sector partners. This might provide circa:

- 25 MWp of building integrated solar PV with supporting battery storage
- 10 MWp of solar car ports with supporting battery storage
- 50 MWp of ground mounted solar PV (private wire and grid connected)
- Plus additional potential battery storage, wind generation, EV forecourts and charging hubs

Vision for a low carbon GM

There are significant benefits to be gained from taking action now to achieve our vision for a low carbon Greater Manchester.

A low carbon neutral transport system would mean:

- More working from home and digital access to services
- Increased use of **local** facilities and leisure activities
- Increase in public/shared transport (e-car clubs) and more active travel
- Much lower levels of car ownership & use – households with more than one car become a rarity – less congestion
- Less road space allocated for motor vehicles
- All vehicles zero emission
- Local deliveries by zero emission vehicles/cargo bikes
- Streets/transport corridors with more trees/soft landscaping
- Multiple benefits of a zero carbon transport system, e.g. new employment opportunities around new technologies and wider health and wellbeing benefits

To achieve this there are three main types of intervention GM needs to explore: **avoiding** carbon emissions altogether; **shifting** to lower emission ways of doing things; and **improving** how we do things e.g. upgrading to new low-carbon technologies.

These changes will not only benefit the environment but will also improve health outcomes, tackle inequalities, generate good quality and secure quality jobs and make our communities better to live, learn and work in.

GMFRS response to climate emergency

The Greater Manchester Fire and Rescue Service Sustainability Strategy (2014-2020) outlines an overall target of being carbon positive by 2050 and essentially moving beyond net zero. The Sustainability Strategy also has an interim target of achieving a 50 per cent carbon reduction by 2020 (from the 2008/09) baseline. As well as carbon targets, the strategy also outlines our ambition to become a zero waste organisation, causing zero pollution, creating zero wasted water, as well as being local leaders on sustainability. By April 2019, we had achieved a 45 per cent reduction in carbon emissions from a baseline set in 2008/09.

Net positive carbon footprint

To move towards becoming a net positive organisation, we have:

- invested over £1 million in energy efficiency measures including LED lighting, voltage optimisation, dehumidifiers within drying rooms, insulation and heating controls
- 22 fire stations have solar PV systems, generating enough electricity to power 13 fire stations for a full year
- rebuilt four sites with high standards of energy efficiency
- introduced 11 electric vehicles, which reduce carbon emissions by 75 per cent when compared to combustion fuel equivalents
- our fire engines have 100 per cent recyclable polymer bodies making them 75 per cent lighter and enables annual fuel savings of 3 per cent

- commenced research into diesel consumption from fire appliances at incidents
- helped avoid around 80,000 tonnes of carbon from fires entering the atmosphere (since 2008) through our prevention work.

Zero waste

By 2050, we aim to be a zero waste organisation, which will require a move towards more closed-loop procurement systems. Our activities include:

- technical equipment such as hoses, fire engines and PPE donated through an ethical organisation to countries in need
- obsolete smoke detectors previously installed by Greater Manchester FRS are collected and returned to the supplier for repurposing to avoid unnecessary disposal
- firefighting PPE is composed of panels meaning that fabric panels can be replaced individually rather than the whole uniform
- our waste collection arrangements ensure that recyclable waste and general waste are collected separately leading to improved recycling rates.

Planning for a carbon neutral Greater Manchester public sector estate

Greater Manchester's public sector organisations are making progress with decarbonising their estate. However, significantly more needs to happen if Greater Manchester is to deliver the Greater Manchester Five Year Environment Plan and to achieve carbon neutrality by 2038.

The first step on our journey has been to understand the impact of our public sector estate. This has involved working with our ten districts to baseline the energy use and performance of their buildings. The knowledge and data gained through this exercise informed a successful combined partnership bid for the [GM £78m Public Sector Decarbonisation Scheme 1](#) (PSDS 1), funded by Salix. The grant has funded energy interventions that will decarbonise over 150 public sector buildings. Looking ahead to 'what next?', we realised that our partners were lacking an evidence-backed action plan to achieve carbon neutrality by 2038. Using the grant secured, we commissioned Buro Happold to create Building Energy Decarbonisation Plans (BEDP) for our PSDS 1 public sector partners.

Each BEDP describes how the partner intends to replace fossil fuel reliant systems with low carbon alternatives. It acknowledges the current state of the partner's energy use and the actions needed to decarbonise it.

The BEDP comes with a toolkit that is tailored for each public sector partner. The toolkit presents a recommended carbon pathway mapped out to 2038 with a capital cost spend profile for the associated energy interventions and the resulting running cost spend profile.

The toolkit also provides users with the ability to define their own decarbonisation pathway by choosing energy intervention measures for each building and the year

that they plan to implement them. The toolkit shows what this would mean for capital costs, running costs, carbon savings, etc.

A major advantage is that the toolkit has the facility for updating asset information, energy data and capital cost of intervention measures. Users are able to quickly understand where they are versus where they need to be on their carbon decarbonisation pathway. To help the user identify remedial actions the toolkit presents their building portfolio through different lenses - for example, most carbon intensive buildings, buildings with highest heat demand, most inefficient buildings, etc. This enables our partners to identify which buildings they want to target based on their current priorities.

Working in partnership to develop the Gender Based Abuse Strategy

Launched in December 2020, the [Greater Manchester Women & Girls' Equality Panel](#) brings together a diverse group of 20 well informed women from across our ten boroughs with the aim of accelerating gender equality, enabling women and girls to live their best life in Greater Manchester.

Having identified Violence Against Women and Girls as one of their initial priority areas, the Panel established a working group to consider this issue in greater depth. The working group has played a significant role in shaping the new [Greater Manchester Gender Based Violence Strategy](#). Panel members have provided a sounding board as the strategy has been developed, offering strategic advice based on both their lived experience and professional expertise (as organisations that provide support to those affected by abuse and violence).

Specifically, the Panel identified a number of areas that the GBV strategy needed to set out a clear response to, including in relation to providing appropriate housing provision and the need to educate young people in order to change harmful attitudes and behaviours.

The input from the Panel has helped to ensure that the final Strategy sets out a responsive programme of work which will enhance the safety of women and girls, while preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it.

The Panel will continue to influence the strategy, having a key role in its implementation. This could include, for example, a role in supporting education and training programmes and campaigns etc.

The Panel has also lobbied to ensure that the GBV Board includes representation from specialist organisations and that victims voices are represented on the GBV board.

The Young Person's Guarantee

[The Young Person's Guarantee](#) (YPG) was a 'moment in time' snapshot of young people's concerns carried out in the context of the pandemic and with a view to

concerns for social, educational and economic recovery. GM young people expressed their concerns and priorities around four key themes: Keeping Connected; Staying Well; Making Effective Transitions; Reducing Economic Inequalities. The 'guarantee' is that the GM system will listen to and act on the priorities expressed by young people themselves and we will develop a system-wide model to coordinate responses to the priorities of GM young people aged 11-30. Children and Young People's voices are to be at the heart of the ongoing delivery. Young people's opportunities to be at the heart of delivery, planning and design is being maximised and a new youth voice engagement plan is underway. This plan will see young people not only expressing their views but also youth voice groups will be utilised to area opportunities on a peer-to-peer basis, creating a two-way partnership between young people and opportunities offered by the system as a whole.

Joel: HR Apprentice at Bury Council.

After a year studying computing, Joel realised that University was not the right path for him. Following a rethink, Joel chose an apprenticeship to improve his skills and earn while he was learning. His HR apprenticeship with Bury Council is a challenging and enjoyable role. As an apprentice in a big department with about 50 or so people, Joel was nervous about meeting everyone, "But it wasn't too bad as I'd had part-time work there before," he explains. He's enjoyed going to meetings and events as part of Backing Young Bury and also likes helping out in his role as apprenticeship ambassador. Joel prefers the work environment to school, "I think it's much more relaxed." His next goal is to finish his apprenticeship, complete his college work and see how he can further his career.

Innovation Greater Manchester

[Innovation Greater Manchester](#) is a blueprint for a partnership with Government which could generate a £7 billion economic benefit and create up to 100,000 jobs across the city-region.

Led by business, scientific, academic and local government leaders, Innovation Greater Manchester is a model for leveraging science assets and strengths to support innovation-led business growth in Greater Manchester, the North West, and the wider North. It forms a key part of the Economic Vision – the plan to deliver a fairer, greener and more productive Greater Manchester economy.

Among its proposals are the creation of a single umbrella group bringing together local and national partners from the public and private sectors that have a stake in Greater Manchester's innovation ecosystem, and a six-year, multimillion-pound Innovation Transformation Fund.

The blueprint also envisages a network of Innovation Zones that link labs and research institutions to industry in city centres, town centres and advanced manufacturing parks across Greater Manchester. Innovation Zones would ensure the growth fuelled by innovation brings economic and social benefits to every district, resulting in updated skills, good employment and places where people want to invest.

Collaboration supported by Innovation Greater Manchester would help commercialise the pioneering work done at the city-region's world-leading universities and research institutions, turning this research into viable businesses that create high quality jobs and attract investment.

GM Local Energy Market

The [GM LEM](#) project is an innovation project led by GMCA and in partnership with 11 partners from community, technology, energy supplier and network operators. Informed: Local Area Energy Plans provide an informed perspective from resident, business and network operators of where we need to generate renewable energy, where we need to retrofit our buildings, where we should place EV hubs and the impact this whole system approach may have on the grid (Network operators). New: Value sharing Propositions (Energy Tariffs) will be designed and establish new tariffs that can be used by domestic and non domestic customers for heat and mobility.

Optimised: An energy trading platform will be specifically designed to support the region in maximising our intermittent energy generation, the Market Maker. The market maker will control the onboarding of consumers to benefit from the proposed revised tariffs and will support the trading of energy between all consumers within the GM region.

The Local Energy Market is the first project in the country which will provide local area Energy plans for 10 districts, 1.2m homes, 2.7m residents. The projects ability to provide such an informed position, supports the all walks of life to make informed decisions.

The designing of new Value Sharing Propositions, are designed and linked to Local Area Energy plans supports targeting, and maximising of local assets, with the final Market Maker element providing both additional revenue streams and network flexibility services.

Health Innovation

Greater Manchester has world class strengths in health innovation and advanced materials, underpinned by assets in digital technology and data science. A recent addition to Greater Manchester's health innovation ecosystem is the [Christabel Pankhurst Institute](#), a new £25m initiative to promote needs-led health technology research and innovation, providing end-to-end support for translation into practice.

It was launched in January 2021 by a consortium comprising The University of Manchester, Manchester Science Partnerships, Manchester University NHS Foundation Trust , and Health Innovation Manchester .

The Institute will form an important part of the Greater Manchester health innovation ecosystem, working together to translate world-leading research into new products and services.

It will maximise the University's research strengths in digital technology and advanced materials and will develop innovative solutions to pressing health and care challenges, fostering new collaborations, improving lives and catalysing growth in the health innovation business sector. In turn this will drive business growth and employment as well as boost the long-term health benefits of the city-region.

The institute will play a critical role in pulling innovations through from basic research to market ready products and services, that can be deployed across Greater Manchester, to ultimately improve the health and wellbeing of our citizens. To achieve this it will build on, integrate and enhance the already extensive support provided by the partners.

Global reach of GM

Greater Manchester is the birthplace of revolutionary ideas that have had profound impact on lives all around the world. The [Co-operative movement](#) was founded in Rochdale, the [Suffragette Movement](#) was born in Manchester and we're home to the UK's first free library and museum. Our rich heritage attracts visitors from all over the world, but Greater Manchester we're still exporting amazing art all over the world and attracting visitors to our diverse and dynamic cultural offer.

People know us for The Smiths, Joy Division and The Happy Mondays, but we're still producing world-leading music, from Elbow, Blossoms and The Lathums to Bugzy Malone, Victoria Jane and Aitch. Nearly 2 million people come to Greater Manchester to attend live music events every year, contributing more than £169m to the GM economy. On New Years Eve 2020, more than 4 million people from all over the world tuned in to watch our [United We Stream](#) Greater Manchester party.

A recent [Time Out survey crowned Manchester the third best city in the world](#), ahead of New York, Tokyo and Copenhagen with 71% of people surveyed citing creativity as a reason for our ranking. From Manchester International Festival and The Halle to The Met in Bury, The Turnpike in Leigh and The Lowry in Salford, our city-region is filled with world-class institutions and talent. We're also training the next generation of global talent in Greater Manchester, with the School of Digital Arts and The Factory signalling our intent to develop our global reputation as a creative city-region for a long time to come.

Foundational Economy

The foundational economy supplies everyday but essential goods and services, ensuring the effective functioning of Greater Manchester. It accounts for over 40% of jobs in the city-region, which is a higher proportion than in most other places in the UK so it has a big effect on employment practices, the quality of work available and income levels in Greater Manchester.

The true value of many of our foundational economy sectors and workers has never been more apparent than during the pandemic response, when our key workers and industries kept us going through the emergency response and beyond.

The Foundational Economy is connected to every other part of the economy.

- Education, childcare and social care not only support people directly using these services but also enable parents and carers to work.
- Retailers provide essential goods like food and clothing but also create thriving high streets and places people want to visit.
- The construction sector builds homes of workers as well as the labs and manufacturing spaces used by high tech companies, innovators and entrepreneurs.

The UK has long-standing issues with productivity, but policy and investment has not tended to focus on the foundational economy despite its size and importance. The way business support has been funded in the past excluded many Foundational Economy businesses. This means the support available is smaller and less well-tested. Sectors of the Foundational Economy with lots of micro-enterprises and self-employed people currently lack the networks to co-ordinate and drive innovation, including attracting public and private investment.

Greater Manchester is testing and developing new policies and programmes that will help Foundational Economy enterprises develop new solutions to the challenges in our economy, as well as contribute to achieving our ambitions to reduce inequality, increase productive investment and community wealth.

This includes a forthcoming "Challenge Fund" in 2022 that will fund small projects to develop innovative solutions that increase the resilience of the foundational economy, and where there are no existing programmes or solutions in place so innovation is needed.

GM is also working to align our policy and budgets, particularly skills provision, to develop the knowledge, resilience, and careers of those working throughout the Foundational Economy. This includes commissioning £3million of new skills provision that will support 2,600 workers in Health and Social Care, including upskilling for clinical and managerial staff, as well as a bridging programme for progressing from Level 3 to Level 5 apprenticeships.

Social enterprise: Big Life Group

[The Big Life group](#) started in Hulme, Manchester, 30 years ago. From a small community organisation with three staff and a £17,000 grant, it has now grown into a large social enterprise, and employs 560 staff, has a turnover of more than £20m, and operates across the north of England.

Big Life deliver health and wellbeing, children and families, and skills and employment services, offering case management support to over 46,000 people every year, and thousands more people drop in to its groups and centres.

Big Life is proud of its roots as a local, community organisation and as it has grown it has continued to ensure it is embedded in the communities in which it works, maximising its social value. One way it does this is by engaging smaller VCSE organisations in the delivery of large contracts. This year it will be passing £2.5m onto VCSE partners. It also makes sure it buys local wherever possible – with 53% of supplies and services procured from local organisations.

Big Life believes that providing employment in an inclusive and fair way is in itself a way to deliver its social mission. Of the 560 staff, 25% live within two miles of where they work, 30% are from black, Asian and minority ethnic communities, 47% have experience of mental health issues, 11% are disabled and 8% have experience of addictions. It has a small pay ratio between the highest and medium pay of 3:1, and a decreasing ethnicity and gender pay gap. It was recognised as the country's 4th best health and social care employer to work for in the Sunday Times Best Companies list in 2020. The survey results showed that:

- 90% staff believe that the organisation is run on strong values and principles.
- 88% staff feel proud to work for the organisation.
- 85% people believe that the experience they gain from their job is valuable.
- 91% staff believe that the organisation makes a positive contribution to the world we live in.

In addition Big Life has an extensive volunteer programme, engaging more than 250 volunteers every year, helping them gain experience, move into work and contribute to their community.

Living Well at Home

The GM Adult Social Care Transformation programme has contributed significantly to the reform and continuous improvement of adult social care both at a GM and locality level. The dispersed/peer led leadership managed through GM Association of Directors of Adult Social Services has been successful and supported significant change alongside the development of many GM Models of best practice. Working as a GM collaborative with a strong infrastructure, distributed leadership and best practice sharing has enabled us to do things differently (and do it once not ten times). The programme enables an intelligent connection across the system and with the partnership and will be a critical part of the architecture in the new integrated care system, to co-ordinate and drive forward the adult social care agenda. Moving forward the team is well placed to assist the 10 GM localities address the adult social care requirements of the recent White Paper around improving the quality and availability of data across the health and social care sector (additional provider requirements around self-funders etc.), the new assurance framework for social care and new discharge to assess requirements.

The overarching adult social care transformation programme objective is: To develop across Greater Manchester a transformed **model of independent living** to support people to **live well at home** with the best **quality of care** and support and placing **personalisation** at its heart and with a rewarded, recognised and **sustainable workforce**.

Streets for all

Greater Manchester's new "[Streets for All](#)" approach is a great example of joined up planning and delivery to provide streets which are "**welcoming, green and safe spaces for all people, enabling more travel by walking, cycling and public transport while creating thriving places that support local communities and businesses**".

Streets for All has the potential to support more successful high streets and local centres; safer and cleaner local neighbourhoods; and streets which are greener and more resilient to climate change.

By bringing a Streets for All approach together with good place-making and public service delivery, we can start to deliver 15-minute neighbourhoods across Greater Manchester, which improve access to services for everyone, without needing to use a car. This co-ordinated and holistic approach to developing our infrastructure, public service reform and service delivery has the potential to tackle the climate emergency, reduce inequalities and improve the economic success of our local centres.

Greater Manchester's Growth Locations

Growth Locations

Our [growth locations](#) represent opportunities for the whole city-region to bring forward development at a scale which can drive the transformational change we want to see across the conurbation.

We have clear, defined and evidenced plans that link opportunity and need, driven by place based intervention to capitalise on the benefits which can be realised for our communities. Through the delivery of housing and employment sites we will ensure the connection of investment and development, to realise opportunities for communities and places which may not have benefited previously from economic development and growth, or where there are major opportunities to drive growth. We recognise the significant opportunity we have in delivering our growth locations to improve the lives of Greater Manchester's residents, and in doing so deliver an integrated approach to economic, social and environmental objectives.

The six growth locations each provide a platform to lever the unique opportunities and assets within those locations to respond to the variety of needs and challenges present in different parts of the conurbation Whilst the approach within each growth location is distinct, collectively they will drive a levelling up approach across GM that is responsive to the inequalities which persist in Greater Manchester, with zero carbon ambitions integral to their design and delivery.

The growth locations are the realisation of multiagency, cross policy design and delivery. Our approach not only delivers sustainable development of homes and workplaces, but also ensures that all our residents and communities are able to benefit

from the opportunities that growth and increased economic prosperity brings by ensuring that development is supported by sustainable transport routes and networks, creating places and high quality skills, employment support and job opportunities and connections to local services, settlements and communities.

Each of the growth locations create the opportunity to develop proposals that:

- Bring much needed jobs and homes to some of Greater Manchester's most deprived communities;
- Contribute towards aspirations for a more balanced GM economy'
- Work with our academic institutions to drive innovation and R&D activity;
- Create a clearer vision on activity and jobs that will come forward within GM and into which our residents including young people, communities experiencing racial inequalities, and older residents who are currently disadvantaged in the labour market can make a career;
- Create the platform for skills providers to provide focused provision to ensure we have the appropriate skilled workforce within GM;
- Create places and improve well-being;
- Provides an opportunity to make linkages to wider public sector reform; and
- Enables a wrap around business support to be provided to nurture our growing businesses, and support businesses to sign up to the good employment charter.

North East Growth Corridor

The North East Growth Corridor includes significant opportunities for new employment and housing growth in the north of Greater Manchester, supported by key sub-regional town centres in Bury, Oldham and Rochdale. The North East Growth Corridor is the single largest employment opportunity for the city-region, delivering c1,500,000sqm of new employment floorspace, thousands of quality jobs and thousands of new quality, low carbon homes linked to sustainable transport.

Of fundamental importance to this growth location is the Northern Gateway. As one of the largest opportunities for employment development in the country, this site alone has the potential to deliver transformational change with capacity for around 1,200,000 sq.m. of employment floorspace, including proposals to incorporate a significant element of advanced manufacturing and major investment in transport infrastructure. Translating the work of our universities into reality, the employment growth will focus on creating an 'Advanced Materials City', and across the Growth Area establishing a national leading Advanced Manufacturing and Materials 'mega' cluster for Greater Manchester, building on the existing manufacturing supply chains and skills base.

Innovation and significant inward investment will be realised through the Advanced Machinery and Productivity Institute, creating the new machines and engineering skills needed to manufacture the technologies of tomorrow.

Local residents are being connected to the newly created opportunities in higher skilled manufacturing employment through the provision of training and development opportunities, and higher education offer through our universities and higher education providers. The proposed creation of a Mayoral Enterprise Zone around Oldham Town Centre will ensure that the people of Oldham benefit from the value and growth created

through this approach. The Town Centre focus and the Mills Strategy being adopted by Oldham will also embed and deliver Greater Manchester's brownfield first policy as set out in Places for Everyone.

With sustainability and the ambition of zero carbon integral to the design of all the growth locations, it is proposed that the North East Growth Corridor will be connected to surrounding areas via sustainable public transport infrastructure, including proposals for tram-train developments connecting Bury, Rochdale, Oldham, Middleton and beyond, as well as a Bus Rapid Transit system.

The North East Growth Corridor is a key development for Greater Manchester, developing our connections with West Yorkshire and the collaboration work that is ongoing with Universities outside of the region on innovation and also with the West Yorkshire Combined Authority on skills.

The development of the site will also bring forward plans for investment in the key highway infrastructure which will support increased network capacity and ensure the scale of development can be delivered to raise the overall competitiveness of northern Greater Manchester.

Airport City and Southern Growth Corridor

In support of realising Greater Manchester's international potential, the development of the Airport and Southern Growth Corridor will facilitate international business and tourism growth. The delivery of highspeed rail, through HS2, at the Airport and into the city centre will create further economic benefits and growth realised from the increase in ease and connectivity for international business and visitors.

The development of the Airport and Southern Growth Corridor supports the continued redevelopment of Stockport town centre. Supported by the Town Centre West Mayoral Development Corporation high quality housing will be delivered, sustainable transport connectivity improved, and there will be a focus on town centre employment growth.

The overall plan will transform the retail and culture offer of Stockport town centre, building on its unique heritage and assets and providing accessible opportunities benefitting local communities. The development will be underpinned by the expansion of Metrolink into Stockport town centre and redevelopment of Stockport Train Station as a southern transport gateway to the wider Greater Manchester area.

The airport's operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft are already certified carbon neutral. We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.

Employment opportunities will be created through the development planned at Airport City, which will attract Head Offices to Greater Manchester, creating jobs across a

range of sectors and at different levels. The development of these opportunities will be supported by the provision of a comprehensive skills offer, ensuring local people are able to access the opportunities created, through direct job creation, supply chain opportunities and wider distributed benefits.

Enhanced transport connections such as the new station at Cheadle will provide additional sustainable connections into the wider transport network from our local centres and reduce transport congestion.

Connecting opportunities across Greater Manchester's frontier sectors and foundational economy, the developments planned at Medipark, including the completion of the Metrolink loop from Medipark via Davenport Green to the Airport underpinning the opportunity to complimentary group and looking ahead to HS2, Roundthorn Industrial Estate and Wythenshawe Hospital will drive health-focused skills and employment creation in and around the Airport and Southern Growth Corridor. Linked to this are plans to redevelop Wythenshawe Town Centre, providing new jobs, homes and connections to employment, including at the Airport, in support of Levelling Up.

Eastern Growth Cluster

Providing the connection between need and opportunities in the east of the conurbation, the Eastern Growth Corridor will create a significant new employment engine in Tameside, by linking the key development opportunities of Ashton Moss and St. Petersfield in Ashton Town Centre.

The development will build upon Tameside's existing strengths in advanced materials and manufacturing of coatings, plastics and textiles. The Eastern growth corridor can take advantage of the borough's city region leading digital connectivity, which puts advanced broadband infrastructure within 200m of 50% of the borough's industrial premises and over 50% of its housing. The existing road, tram and rail transport assets in the area, offer excellent transport links, which are being expanded through the beelines network and the proposed Rochdale-Oldham-Ashton Quality Bus Transit scheme.

To ensure local centres are adapting, developing and reflective of their communities, the investment planned for the town centres of Ashton-under-Lyne and Hyde will transform the retail and culture offers. Residents will enjoy the benefits of modern and well utilised town centres, which are physical and digitally connected to sustainable employment opportunities being created at Ashton Moss, and the better connectivity between local centres and communities.

The development of over 2,000 new high-quality, low carbon homes around Godley Green Garden Village, offers an opportunity to drive the development and adoption of advanced methods of construction, digital design, eHealth and health tech. Through close collaboration and joint development with residents and the borough's FE institutions, and improved links to the city regions Universities, skills provision and investment will be developed and expanded to support residents of some of our more

deprived communities, such as Aston-under-Lyne, Droylsden and East Manchester, to access the employment opportunities being created.

The development of Tameside College's new Construction Skills Centre, on the same campus as their manufacturing focused, Advanced Skills Centre, and ongoing work to establish additional Further and Higher Education provision into St. Petersfield, demonstrate the first clear steps of this strategy being put into action.

Central Growth Cluster

The Central Growth Cluster will create over 90,000 new jobs. Employment creation will be generated through the regional centre with direct opportunities through the Oxford Road Corridor, Manchester Piccadilly and Salford's Innovation Triangle comprising Media City and The Quays (including future growth at Wharfside), Salford Crescent and Salford Royal Foundation Trust.

The alignment of skills provision, across a range of levels and institutions will ensure a pipeline supply of skilled Greater Manchester residents to meet the expanding jobs markets, notably in digital, creative, media and broadcasting, and professional services.

The development of this growth cluster will be underpinned by the expansion and development of the public transport infrastructure, (delivery of HS2, NPR, Quality Bus Corridor and Metrolink extensions), which will connect people in all parts of the conurbation to the regional centre, enabling more parts of Greater Manchester to benefit from economic prosperity generated at the core.

The introduction of HS2 and NPR services, could make Manchester Piccadilly one of the best connected and productive locations in the North of England. The area has the potential to deliver 40,000 new and sustainable jobs, 13,000 new homes and close to a million square metres of commercial development.

The new skills being created in health innovation and R&D are being supported by our world class universities and plans for the redevelopment at North Manchester Hospital. Planning is underway to replace the current hospital buildings with a new hospital, which is proving to be an important catalyst for change, but the approach being taken by partners goes far beyond this narrow ambition. The new health and wellbeing campus is based on a fundamental rethink of the role of the hospital within the context of all the health and care services provided for residents.

New homes being created under the Central Growth Cluster will provide 58,000 new units on brownfield land. The housing created in the central area (around Victoria North, North Campus, the Eastern Gateway and Salford Crescent), maximise the proximity of the planned developments to the public transport networks. The Central Growth Cluster also spreads into the northern tip of Trafford offering further significant housing growth potential.

The Victoria North programme is the single largest residential development and regeneration programme in GM. Some 15,000 low carbon new homes will be delivered over the next 15 years through the repurposing and densification of under-utilised and

brownfield land in a well-connected and sustainable location, at the core of the conurbation. Building on the growth of the city centre, and taken together with the plans for Manchester's Eastern Gateway, and major planned investment into the North Manchester General Hospital campus, Victoria North presents a major opportunity to rebalance and level up the northern neighbourhoods of the Regional Centre, facilitating sustained residential and population growth whilst knitting together a series of strategic national and local objectives concerning affordable housing, net zero, place creation, inclusive growth, health and education.

Our unique leisure and culture offer in Greater Manchester will be expanded upon and made more accessible through the Central Growth Cluster. Opportunities in the cultural and creative industries will be further grown, building on the existing major cluster in the regional centre, and new facilities such as The Factory. Major sporting, leisure and recreational infrastructure around the Eastern Gateway area will help drive Greater Manchester's tourism offer, supported by enhanced connectivity through HS2 at Piccadilly.

Western Gateway

The Western Gateway is a key development for Greater Manchester, developing our connections with the Port of Liverpool, and the rest of the world. The Port of Liverpool now has Freeport Status, and can accommodate the largest container vessels. Greater Manchester's further development of our trade connections with the Port of Liverpool are therefore paramount. The Western Gateway also provides for the economic growth of the Central Growth Cluster core economic area through the development of a tri-modal freight hub at Port Salford.

Port Salford's further development will provide sustainable freight transport operations which will include rail and road links, on-site canal berths, rail spur and container terminal.

The Western Gateway has the potential to create 25,000 new jobs, capitalising on the unrivalled port connectivity and planned employment space at Carrington, Port Salford, Partington and Trafford Park, alongside the regional leisure, retail and hospitality destination at Trafford City. Logistics and distribution sector employment will be created, with opportunities accessible to local communities with existing skills in this sector and further opportunities for development. Employment growth will also be created in the low carbon energy sector, linked to the development of a low carbon energy innovation park at Trafford Park.

Significant brownfield sites will also be utilised for the creation of c.21,000 new high quality homes, bringing forward new sustainable integrated urban neighbourhoods. These new settlements will provide enhanced connectivity to ensure residents have access to key employment opportunities including major improvements in highway access, such as the Carrington Relief Road, and upgrades to the Carrington Spur and Junction 8 of the M60 alongside sustainable transport links.

Wigan & Bolton Growth Corridor

The development of the Wigan & Bolton Growth Corridor will provide radial transport infrastructure across Wigan and Bolton. The development of a quality bus corridor, motorway link road and enhanced rail, will connect residents to employment and skills opportunities within the Boroughs and across Greater Manchester.

In line with residents needs and aspirations, c.12,000 new quality homes will be created. These will include family homes, and will be delivered across the distinctive communities with access to green space.

Building on the corridor's existing strengths and strategic transport links, employment growth will be driven by logistics, manufacturing (notably food) and distribution. Health Innovation opportunities will be realised through the delivery of the GM Health Innovation Campus linked to the Royal Bolton Hospital.

The Wigan & Bolton Growth Corridor will provide for the development and resetting of the images of both Boroughs as places to live, work and invest. The development will be delivered drawing on distinctive cultural assets and improved sustainable transport choices. As with all the growth locations the Corridor will be delivered to provide opportunities to drive the benefits of economic growth into more of our communities.

Modal shift: the Regional Centre

Since 2009 there has been a successful reduction in the number of cars entering the city centre in the morning peak, falling from over 27,000 in 2009 to under 23,000 a decade later. In parallel, there has been an increasing number of people accessing the city centre on foot, by cycle, Metrolink and rail, and a significant increase in the number of residents. Access to the city centre by bus has been largely consistent across this period. Further work to develop and integrate the public transport network, planned alongside ongoing development across the regional centre, including Albert Square, New Bailey Street and Salford City Bee Network Package, and complemented by further new and enhanced cycling routes are proposed. Together, these will support the aim for 90% of morning peak trips into the city centre to be made on foot, by cycle or public transport before 2040. This means fewer cars in the city centre so we can have cleaner air, support our carbon reduction targets and re-balance street space to help sustain a healthy and thriving economy accessible to all.

GM taking action to improve air quality on local roads – now and for future generations.

Air pollution is linked to a range of very serious health conditions and contributes to early deaths. Nitrogen dioxide is a major air pollutant in towns and cities and is the main type of air pollution being tackled by the [Greater Manchester Clean Air Plan](#): a joint approach developed by the ten local authorities working closely with Transport for Greater Manchester.

This co-ordinated approach, informed by public and business engagement and consultation, will help bring nitrogen dioxide levels on local roads within legal limits

by 2024. It includes a Greater Manchester-wide Clean Air Zone, which is anticipated to launch on 30 May 2022 and is supplemented by more than £120m in government funding to support eligible Greater Manchester businesses, people and organisations to move to cleaner vehicles before the Zone is introduced.

A Bed Every Night

[A Bed Every Night](#) supports people who are sleeping rough or at risk of doing so. It is a cross-sector, pan-GM service that comes with a clear philosophy that everyone should have somewhere safe to stay. A Bed Every Night has supported more than 3,000 people and pioneered improved access to health and housing. It has contributed to a reduction in rough sleeping of 67% over four years.

A Bed Every Night focuses especially on those who face exclusion from existing services. This includes people who are not eligible for statutory accommodation and those who have No Recourse to Public Funds. It helps prevent rough sleeping for people who are at a point of transition, such as leaving hospital or custody. A Bed Every Night is only possible because of the investment from across the city-region, and the commitment of GM organisations in the public, private and voluntary sectors.

GM's movement for movement

In Greater Manchester we take a whole system approach to physical activity. GM Moving is our collective movement for movement, as we pull together as people and partners, designing moving into everyday life, travel, work and play in Greater Manchester, to enable Active Lives for all.

Both the statistics and stories show that this approach is working. Prior to the Covid-19 pandemic we were successfully reducing inactivity in Greater Manchester at two and a half times the national rate. The many GM Moving stories highlight the ways in which moving helps people to feel better physically and mentally, supports social and economic inclusion and is helping us collectively to address the climate crisis.

This includes working together to support Active Ageing. GreaterSport, The Greater Manchester Ageing Hub, The Centre for Ageing Better, Local Age-friendly leads across Greater Manchester, Greater Manchester Older people's network, the Healthy Ageing Research group at the University of Manchester, Transport for Greater Manchester, The Greater Manchester Health and Social Care Partnership and other partners have been working together on a number of whole system initiatives to support active ageing, to include:

- The [Greater Manchester Active Ageing](#) programme successfully helped to embed moving into the lives of over 55s.
- At the start of the programme 71.1% of participants were inactive, moving for less than 30 minutes a week. After six months this reduced to 14.5%
- The '[Keeping well at home](#)' booklet was developed during the Covid-19 pandemic, to include tips and advice on ways to move more and move well at home.

- The Greater Manchester ['Active Travel for Over 50s'](#) Steering group undertook an evidence review and established recommendations to help widen access and participation in active travel.
- [The GM Walking website](#) provides lots of information to support everyday walking including age friendly opportunities. For example the ['Walk and Talk'](#) project supports access to green spaces across Salford. Walk and Talk was developed by Age Friendly Salford in response to people feeling unsure about what to expect when visiting Salford's public green spaces. Short videos have been created in that illustrate the space for social distancing, provide directions and information on the availability of facilities.

Gordon's story

Gordon was one of 14,566 people engaged in the programme.

Gordon had been married to his wife for 55 years and after having to make the difficult decision to move her to a care home, increased his walking and completed a half marathon all at the age of 83. Through attending Link4Life's walking sessions, the social aspect helped take his mind off the struggles of dealing with his wife's dementia, releasing endorphins and reducing stress. A former soldier, Gordon has inspired many others at Veterans in the Community and the Walking Group to do more exercise. After his wife passed away and since taking part in the programme Gordon is now doing more to support veterans, recently setting himself a huge 1,000-mile walking challenge to raise money for Veterans In Communities.

[\[Evaluation findings and Barbara and Gordon's stories are available here.\]](#)

Working Well

[Working Well](#) is a family of services that embody Greater Manchester's employment and health offer and are designed to support people experiencing or at risk of long-term unemployment. 'Working Well' refers to relationship of both employment and health and is grounded in the principles laid out in the Work, Health and Disability policy paper 'Improving Lives'.

Since its inception in 2014, Working Well programmes have achieved employment outcomes for over 6,500 Greater Manchester residents (November 2020).

Working Well Early Help programme

The Working Well Early Help programme aims to design and test an early intervention support system geared to support and advise individuals (with employment with health conditions or disabilities) who are at risk of falling out of work, or are newly unemployed due to their health complications and/or disabilities.

The programme went live in March 2019 and is delivered by MAXIMUS (UK) across all 10 localities. Early Help is a unique service that does not have a national competitor. This is because it combines:

- A health-led model focused on addressing health conditions and wider social determinants of health to enable individuals to move back into work.
- The focus on early intervention to facilitate a quicker return to work and reduce the risk of long-term unemployment. The Flexible Test and Learn approach

allowed the programme to respond to the newly unemployed who have been impacted by Covid-19 and poor health.

- Rapid access to services (CBT and physiotherapy) for which there are long waiting times on the NHS.
- Support for both SME employers and employees including advice and confidence building for programme participants to negotiate a return to work. The flexibility within the programme allowed for support to businesses impacted by Covid-19, such as care and the night time economy, to be given.
- A direct pathway for participating GP practices to refer in patients who are in receipt of a Fit Note to support a return to work.

Joanne's story

After enduring a violent domestic relationship spanning 23 years, Joanne finally fled when the situation escalated to the point where her life was in danger.

She had suffered financial, emotional and physical control and abuse, and had been denied contact with her family for years. Abandoning her home, job and life in Derby, Joanne relocated to Bury, where her family lived.

She was referred to the Working Well Early Help service by her Jobcentre Plus Work Coach, requiring support with mental health issues, debt management, housing, employment and general health and wellbeing, including weight management. Joanne received regular telephone contact from her Vocational Rehabilitation Consultant, and with all the support she has received from the Working Well Early Help team, Joanne has advised that she has seen a significant improvement in her mental health and now has a positive outlook.

She has started to regain independence, and has obtained a new home, re-established strong relations with her immediate family and reconnected with old friend, attributing these improvements to the support she received from the Working Well Early Help service.

Joanne has also secured full-time employment as a Quality and Control Compliance Manager, which has given her financial independence. In addition, she now volunteers at her local community centre, sharing her experiences of domestic violence.

“My ultimate goal was to move on from the relationship I was in, make a new home, reconnect with my family and friends, resume my career and support others who are or have been in my position - to let them know that things can get better. The support and comfort I received from the Working Well Early Help service has been wonderful and astounding at the same time. I didn't know help like this was available, or even existed. If I had, I would have left the relationship sooner”.

Young Person's Guarantee

[The Young Person's Guarantee](#) (YPG) was a 'moment in time' snapshot of young people's concerns carried out in the context of the pandemic and with a view to concerns for social, educational and economic recovery. GM young people

expressed their concerns and priorities around four key themes: Keeping Connected; Staying Well; Making Effective Transitions; Reducing Economic Inequalities. The 'guarantee' is that the GM system will listen to and act on the priorities expressed by young people themselves and we will develop a system-wide model to coordinate responses to the priorities of GM young people aged 11-30. Children and Young People's voices are to be at the heart of the ongoing delivery. Young people's opportunities to be at the heart of delivery, planning and design is being maximised and a new youth voice engagement plan is underway. This plan will see young people not only expressing their views but also youth voice groups will be utilised to area opportunities on a peer-to-peer basis, creating a two-way partnership between young people and opportunities offered by the system as a whole.

Joel: HR Apprentice at Bury Council.

After a year studying computing, Joel realised that University was not the right path for him. Following a rethink, Joel chose an apprenticeship to improve his skills and earn while he was learning. His HR apprenticeship with Bury Council is a challenging and enjoyable role. As an apprentice in a big department with about 50 or so people, Joel was nervous about meeting everyone, "But it wasn't too bad as I'd had part-time work there before," he explains. He's enjoyed going to meetings and events as part of Backing Young Bury and also likes helping out in his role as apprenticeship ambassador. Joel prefers the work environment to school, "I think it's much more relaxed." His next goal is to finish his apprenticeship, complete his college work and see how he can further his career.

Ways of working - leadership

Our leadership must be more reflective of the diversity of Greater Manchester, with our leaders inspiring young people to see themselves leading Greater Manchester in the future.

Only through genuine partnership working where we can redress power imbalances, respectfully challenge each other when needed, and come together to achieve our shared ambitions, with communities, businesses or the VCSE sector leading on behalf of the system when it is best placed to do this. We will develop our approaches to sharing learning and embedding good practice, enabling improvements and exemplars which are often present in pockets within the GM system to become embedded as our systemwide operating models.

Our political and organisational leadership will prioritize equity and the tackling of inequality. It will be responsible for ensuring standards are met and outcomes achieved. We will lead by example, achieving national frameworks and accreditations, and influence others through our powers, practices and place-shaping

Greater Manchester's anchor institutions, should take a leading role in shaping and enabling the future of our city-region. Through greater collaboration these organisations can exert a more measurable impact on the GM economy and place an enhanced role in tackling inequalities.

For us, anchor institutions could come from any sector, but play a significant and recognised role in a locality by making a strategic contribution to that place. They will have strong ties to a single geographic area or community, tend to be 'large' in terms of their influence in that area, and take the anchor role for statutory, charitable, philanthropic or non-profit making motivations

Our flagship civic university agreement demonstrates how we come together as a city-region to meet our shared and collective priorities. The pledges made for collective action by our five universities to deliver on priority areas of education and skills; reducing inequalities; jobs and growth; the digital economy; net zero; and the creative and cultural economy, shows the true value of our collaborative approaches and how we will together drive change in the things important to the future development of our city-region.

Ways of working – environment

In order to deliver the 5-year Environment Plan, integral to the overall success of this Strategy, shifts in behaviour will be necessary. These will include:

- Supporting innovation in green technology
- Taking new approaches to finance and funding of climate interventions
- Building on existing partnerships between the public, private and voluntary, community and social enterprise organisations
- Showing leadership on the climate crisis
- Engaging and educating residents, communities and businesses on their role and actions that they can take
- Upskilling our workforce
- Expanding low carbon transport options
- Understanding that it is often the most vulnerable and deprived communities who are experiencing the worst impacts of climate change and often have the least capacity to adapt and respond

To do this, we have established a mission-oriented approach to tackling our environmental challenges. We have established the UK's first city region [Clean Growth Mission](#) for carbon neutral living within the Greater Manchester economy by 2038, driving innovation, the creation of new technologies, and improved resource efficiency. With the support of [Green Growth GM](#), our Green Growth Pledges are a range of actions - from simple first steps to wholesale changes - that will reduce environmental impact and help an organisation grow at the same time. The Green Growth Pledge is a message to the people of Greater Manchester that we are taking action to become a clean and green city-region.

This Mission based approach is proving fruitful. At the 2020 Green Summit, GM launched several ambitious programmes to revolutionise energy networks across the city-region:

- The proposals to create a Greater Manchester local energy market will see Greater Manchester's 10 boroughs draw up detailed plans to increase energy

efficiency and pave the way for new technologies and low-carbon infrastructure. By generating more energy locally and storing it, within a decentralised system, Greater Manchester will be able to improve the efficiency of local systems, bringing supply closer to demand.

- Over the last year, our Local Authorities have undertaken energy surveys of the majority of our 2,700 buildings to initiate a retrofit programme. The public sector is aiming to improve the energy efficiency of our buildings to help stimulate the local market and give confidence to our local construction firms to invest in growth – particularly in these uncertain economic times.
- We have generated a pipeline of 24.5MW renewable energy projects, including several large PV schemes on Local Authority land, funded by £17.5m EU funds.

Ways of working – equalities

Our Equality Goals – A Greater Manchester where:

- People are welcomed, feel safe, not subjected to discrimination, prejudice, micro-aggressions or hate crime, in the workplace, in schools or in public places
- Communities are understood, with data and intelligence on access, experience and outcomes efficiently collected, collated, analysed and presented, enabling inequality to be effectively identified and tackled
- We lead by example, achieving national frameworks and accreditations, and influence others through our powers, practices and place-shaping
- Our leaders and workforce, in civic and public, private and voluntary sectors, are diverse and inclusive, reflective of Greater Manchester’s communities and culturally competent
- Leaders prioritise equity, and are responsible for ensuring standards are met and outcomes achieved
- There is good employment, with fair and equitable recruitment, retention and experience (including pay)
- Wellbeing is valued, enabled by equitable public services and inclusive economic opportunities
- People are engaged in the policies and services developed to support them, with their insight heard and valued alongside data and intelligence.
- Our communities are strong and resilient, where people support each other and work together to improve where they live.
- People are valued for their individual strengths, identities, beliefs and aspirations
- Diversity, identity and inclusion are celebrated throughout the year

Ways of working – involving stakeholders

Greater Manchester has established a range of [equalities panels](#) and other networks to engage with diverse communities. The seven Greater Manchester Equalities Panels 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. The seven panels – Race Equality Panel, Disabled People’s Panel, Faith and Belief Advisory Panel, LGBTQ+ Panel, Women and Girls Panel, Youth Combined Authority, and Older People’s Panel (to be established shortly). In addition to focusing on specific issues, they work together to ensure intersectionality is considered.

The Panels:

- **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.
- Constructively **challenge** political and system leaders to tackle prejudice and discrimination within their organisations and structures
- Proactively **support** the Greater Manchester Combined Authority (GMCA) and its public, private and voluntary sector partners to develop effective solutions that tackle inequality and increase equity.

By:

- 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
- **communicating** messages to their communities as trusted sources
- **designing** more effective policies with public bodies, improving outcomes for individuals, reducing inequality and preventing expenditure in other parts of the system
- facilitating positive **collaboration** between communities and public services, supporting an asset-based approach, highlighting new opportunities and challenges

Furthermore, Individual districts also have equalities’ networks, standing inequalities boards, forums and structures to engage with diverse communities. Delivery of this strategy will be informed through ongoing dialogue with these Panels, networks and forums.

We are adopting a “names not numbers” approach as we seek to improve the lives of our residents, involving them in decisions that are important to them.

We will ensure our approaches to engagement are fair, measured and proportionate, making best use of our assets and resources, and ensuring that communities identify and are involved in things that are relevant to them.

We will lead by example. We need a diverse range of people in positions making decisions. For example, this means better pathways to representation in elected office and positions of power for people from diverse communities and in marginalised groups who feel ‘locked out’ of politics. We will commit to the creation of new networks or taskforces to support and inform our work as part of the implementation of this Strategy, where it is apparent this would add value to the current structures.

Ways of working – effective communication

Systemically we recognise that communication needs to understand the emotion and intention behind the information being conveyed. Our aim is to use effective communication to build trust, prevent or resolve problems provide clarity and direction, increase engagement and create better relationships. Through this way of working, we will improve the productivity of our relationships and promote our Greater Manchester 'one team' approach.

Ways of working – progressive procurement and social value

If a greater proportion of public spend was based in Greater Manchester, we could ensure that more public money stays in the local economy and can benefit local people.

The pandemic showed us the importance of local provision in developing resilience. We understand the increasing importance of local supply chains for social, economic and environmental outcomes. We could achieve far greater impacts if all procurement in Greater Manchester could help us tackle inequality, and to be responsive to the climate emergency.

October 2020 saw the publication of a new [framework of priorities](#) for social value at the GMCA website. This framework can be used across all sectors to guide our actions on six priorities:

- Good employment
- Clean Air
- Employment and Skills
- Strong Local Communities
- Green Organisations
- Local Supply Chains

Ways of working – employing robust quantitative and qualitative evidence-based approaches

Collectively we will commit to the intelligent application of our evidence base, drawing on data and insight at the earliest possible stages of programme or policy design. While recognising the limitations of locally generated intelligence, we commit to its development and use in the knowledge that it can provide a richness and a more nuanced understanding of the actual lived experience of our residents, often masked by averages and official data sources.

Building on the work of the Independent Inequalities Commission and the Build Back Fairer report, we will use data and insight to better understand and act on systemic and structural intersecting and interacting inequalities and to understand the common drivers of these inequalities and the lever that might prove effective in responding to them.

The progress measures and targets aligned to the collective actions in this Strategy encompass a range of data sources, metrics and insight evidence, and include a focus on understanding the effectiveness and added value of our ways of working. Additionally, monitoring of place and demographic inequalities is prioritised through the use of neighbourhood floor targets and monitoring of variance by population group; this will enable the development of collective and targeted responses to reduce identified inequalities across Greater Manchester places and communities. (See also performance framework annex)

Ways of working – workforce

Using tools such as the Greater Manchester Employment Charter, we will drive up employment standards across all sectors, for the benefit of both the employed and their employers.

Public sector organisations will seek to go beyond the requirements of the Public Sector Equality Duty. We will commit to the collation and analysis of timely and accurate workforce data, evidencing the make-up of our workforces, including managerial and leadership positions, to enable positive steps to be taken to increase diversity and eliminate discrimination.

Private and VCSE employers should go beyond the Equality Act 2010, recognising the benefits to be attained from a diverse and inclusive workforce, that is more innovative to meet customer needs and productive by maximizing the skills available. It can drive business probability and employee well-being thereby attracting and retaining talent.

Ways of working – innovation

Greater Manchester's long history of innovation will be furthered through the delivery of this Strategy, with an understanding and development of the different elements that characterize innovation – discovery, invention, development and adoption. Embedding innovation as a way of working will support investment in and realisation of innovation opportunities.

Innovation is a key pillar of the city-region's Economic Vision, the plan to deliver a fairer, greener and more productive Greater Manchester economy beyond the pandemic. It will leverage and accelerate the success of Greater Manchester's existing research and development hubs in global frontier sectors, including advanced materials and manufacturing, health innovation, digital and creative, and clean growth.

Existing technologies and business models are insufficient to get us to carbon neutral. We need to rethink how we operate across all sectors. We are working with our private and academic partners to launch an Energy Innovation Agency for the city-region, with the aim of accelerating the testing and deployment of new technologies and processes at scale.

Fostering innovation by engaging with best digital practice to find better solutions to local problems will be critical in enabling innovative public services. In driving this forward we will make best use of data to inform better decision making and develop more accurate and person-centered public services. Consulting and engaging with citizens to increase understanding and build public trust.

The creation of a social innovation network would connect, lift up, and amplify new solutions to big social challenges, whether they are from our local communities or our global peers. Learning from this network of innovative people, places and practices will inform the strategy and leadership of the next evolution of place based transformation across Greater Manchester.

Ways of working – always working with the future in mind

Throughout our work we will think about its impacts in the longer term and not just the here and now.

The Covid pandemic has shown us the need to build our resilience to survive and thrive, regardless of the challenge. The capacity of Greater Manchester's people and places to respond to shocks will be developed through the Greater Manchester Resilience Strategy. This capacity to navigate shocks and to maintain confidence in the city-region is also dependent upon recognising and addressing chronic stresses such as poverty or ageing infrastructure that weaken its fabric and can undermine attempts to respond to crises and to create a stronger future in their aftermath.

Ways of working – understanding the impact of our decisions

The GMCA decision support tool, developed in collaboration with the Centre for Climate Change and Social Transformation at the University of Manchester, enables a high-level assessment of possible impacts arising from any proposition, the outputs from which are provided to decision makers to understand the possible wider co-benefits of taking forward the proposal or seeking changes where it is deemed impacts arising could be mitigated. Where the screening process determines a more detailed assessment is required, an equalities impact assessment proforma and carbon assessment element are embedded within the document and can be used to support the overall assessment, and the information made available to the GMCA for decision making.

Embedding the GM Model of unified services

On all of the specific challenges we face, we will start by working with people and communities, mobilise action networks from all parts of Greater Manchester society, and work to the “names-not-numbers” philosophy that has guided GM's success on homelessness.

The challenge of changing the way public services are traditionally organised is multiplied by the fact that different services operate on different geographical footprints, and with different funding models, different measures of success and all take account of need and place in different ways. As a result, services do not always

tap into the energy, knowledge and capacity that exists on the ground, too often leaving people feeling 'done to' rather than empowered to shape their own lives or to improve things in their local areas.

Greater Manchester has been leading the way in a reform programme for services for people that can address these problems. This approach is already visible in some areas and was accelerated across the city-region during the need for rapid collaborative responses to the pandemic. Now is the time to push on even further and move the approach from the margins to the mainstream. We will embed the Greater Manchester Model as a key enabler of achieving many of the ambitions set out in this Strategy. We will adopt the principle of **'universal basic services'** as a key pillar of a more equal society, helping everyone to live a decent life and to contribute to the economy and society.

We will take an approach using the principle of **proportionate universalism** (the resourcing and delivering of universal services at a scale and intensity that is proportionate to the degree of need), recognising that some people and some communities may need targeted, stepped up or more intensive services. We will strive to secure help for people and communities based on what a good life looks like for them, taking into account individual contexts rather than a 'one size fits all' approach.

Our model is rooted in our long-held reform principles. These recognise that each partner or sector holds the key to another's objectives, and that our objectives cannot be fully realised without a fundamental shift in the thinking, culture, policies and structures that underpin the current system.

The unified services model sets out six interrelated key features which need to be in place for us to achieve these ambitions:

- Geographic alignment
- Leadership and accountability
- One Workforce
- Shared financial resource
- Programmes, policy and delivery
- Tackling barriers and delivering on devolution

We know that we need to move from principles to practice and it is having all six key features in place that will help us realise this, starting with their application in 10 pathfinder deprived communities, alongside piloting an income guarantee in one or more.

Our learning and experiences during Covid have also reinforced the need to double up our efforts to achieve these ambitions given the difference they are likely to make to people and communities. We have developed a significant amount of learning during this time, not least around what it takes to galvanise a community level response around a common cause. Indeed, we know that our ambitions are possible because we experienced the realisation of many elements almost overnight during a time of crisis. Our challenge will be to build upon this learning and sustainably implement these transformational changes across Greater Manchester.

Investing in the role played by the VCSE sector

The VCSE response to the emergency caused by the pandemic across Greater Manchester has been incredible in its strength, its depth and the speed at which it was mobilised. VCSE organisations of all sizes, as well as community volunteers, have offered and continue to provide their support, and are integrating with emergency support structures at this time.

The GM VCSE Accord, signed in September 2021, sets out a shared vision for a thriving VCSE sector in Greater Manchester that works collaboratively with the GM Integrated Care System and the GMCA. The Accord delivers on our commitment to different models and modes of investment to enable the VCSE as an equal partner in the design and delivery of GMS implementation.

The VCSE Accord agreement will enable GMCA and the GM Integrated Care System to work collaboratively with the sector, via the GM VCSE Leadership Group. The purpose of this Accord is to further develop how we work together to improve outcomes for Greater Manchester's communities and citizens.

Our shared vision is for a thriving VCSE sector in Greater Manchester that works collaboratively and productively with the GM Integrated Care System, the GM Combined Authority, its constituent local authority members and statutory partners. This vision is based in our shared values, will be supported by a sustainable infrastructure and have strong leadership. We will operate on the basis of mutual trust, respect and transparency.

We will acknowledge the value to communities of place, identity and experience, and understand the role of local people in leading, shaping and connecting organisations to create a functioning 'ecosystem' of activity. We want decisions taken and issues addressed as close to communities as possible, coming together at a Greater Manchester level where there is a demonstrable benefit of doing so.

Through the VCSE Accord, we have set out shared commitments for 2021 – 2026, whose success will rely on their recognition, adoption and action at a locality and neighbourhood level. All commitments will be achieved in partnership and equitable involvement from all 10 districts of Greater Manchester. We will develop a strategic and joined up approach to funding and commissioning of VCSE activities. This includes an investment approach based on long-term, core funding to support strategic VCSE capacity and infrastructure.

GM's Digital Blueprint

Recent Government (Department for Culture, Media & Sport) research indicates that UK's digital sector is growing nearly six times faster than the mainstream economy. Greater Manchester is gaining an international reputation for growing "unicorn" start-ups (valued at over \$1 billion); as a base for global brands such as the BBC and GCHQ; for public sector innovation; and internationally significant digital research. We want to enhance this success and our [Digital Blueprint](#) sets out the approach to

meet our ambitions to be top 5 European digital city region by focussing on the following priorities:

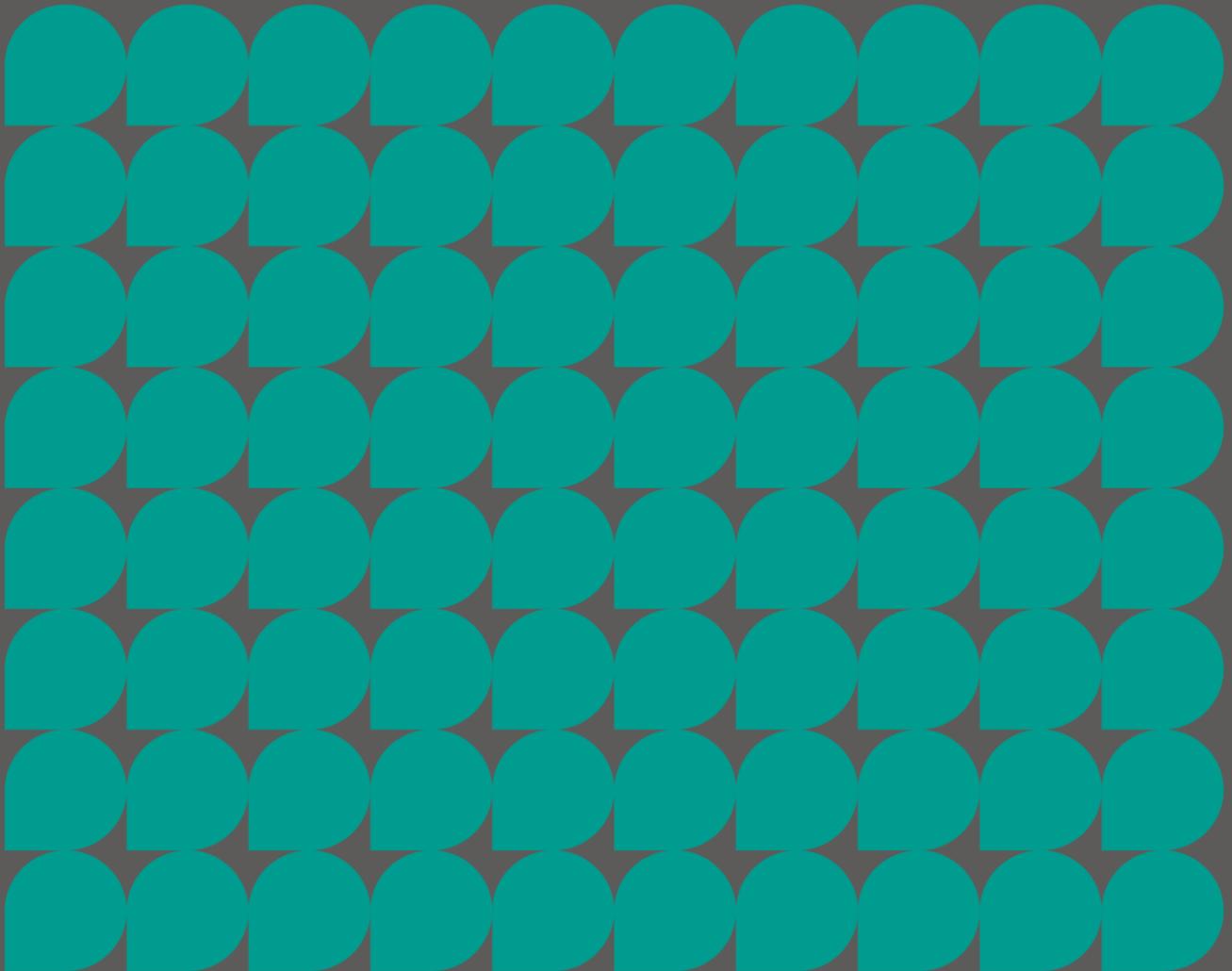
- empowering people
- enabling innovative public services
- digitally enabling all businesses
- creating and scaling digital businesses
- being a global digital influencer

These are underpinned by a focus on inclusive growth of digital talent and extending our world class smart and digital infrastructure and connectivity. Initiatives such as SMART ticketing to digitally-enable existing and future mobility around Greater Manchester; the next phase of the GM Full Fibre network; launching further cyber and AI initiatives; data acceleration to better support families and individuals; the annual and growing “Digitober” festival; and carbon emission monitoring as part of the building retrofit work will develop at pace as part of the delivery of this Strategy.

For Greater Manchester to achieve its ambitions we will continue to follow a “whole digital ecosystem” approach that shaped and underpins the Blueprint model. Collaboration is at the heart of this approach and we will further support and enable private, academic and not-for-profit sector work and identify where there are gaps and initiatives needed at a pan-GM level and taking creative approaches to resourcing them. Having re-organised our governance and engagement mechanisms, groups like the GM Cyber Advisors, Digital Inclusion Action Network and GM Digital Strategic Advisors are driving this. We will ensure that digital is connected across the work of GMCA and partners, driving better delivery of public sector transformation by maximizing opportunities and resources, enabling joint working on opportunities and ensuring that gaps are rectified, and throughout maximizing the impact of our collective actions.

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Our Progress Monitoring – Greater Manchester Strategy Performance Framework



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Introduction – understanding and targeting inequality

- The choice of indicators to sit within the Greater Manchester Strategy performance framework has been informed by the principles set out later in this annex. The principles draw on learning from the approach to performance management under the 2017 Strategy, and reflect the impact of the pandemic in highlighting inequalities across the city-region. The [Independent Inequalities Commission](#) and the Marmot City Region [Build Back Fairer](#) reports have been central to informing our approach, particularly through incorporation of indicators and targets that have a central wellbeing and inequality focus, and inclusion of a number of the Marmot Beacon Indicators.

Spatial variation and inequality

- Our adoption of ‘neighbourhood floor targets’ for a sub-set of indicators responds to Recommendation 1 of the Inequalities Commission. These will focus on spatial inequalities across the 66 defined neighbourhood geographies across the city region, setting a baseline level below which no area or resident group in Greater Manchester should fall, alongside a commitment to prioritising our collective response where this should occur. Floor targets have been chosen where it is meaningful and important to understand performance at the neighbourhood level, and differential performance is anticipated; where fine-grained data are available to support neighbourhood analysis; and where we have leverage to influence inequalities when identified in certain neighbourhoods. The large majority of indicators do not satisfy all of these conditions, but we propose initially to pilot neighbourhood floor targets for the three measures set out below, which relate to the following shared commitments: enabling the delivery of world-class smart digital infrastructure; and ensuring all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and ‘life ready’ skills.

- 1) **% of premises unable to access download speeds of at least**

30Mbps: there is a clear rationale for Greater Manchester programmes such as the Local Full Fibre Network (LFFN) to target neighbourhoods (or specific areas within them) where the proportion of properties unable to access faster download speeds falls below a baseline level, both from a digital inclusion perspective (notwithstanding that many other factors inform this) and in terms of the implications for growth and productivity (data are available for commercial properties as well as residential) and access to services. These neighbourhoods may well be those that do not form a focus for provision by the ‘market’ (which will prioritise urban areas with higher population density, particularly those that are more affluent) or

central government programmes (which tend to be targeted towards more peripheral, rural areas).

- 2) **% take-up of funded childcare and early education places for two-year-olds:** a neighbourhood floor target to reduce spatial inequalities in access. Two-year-olds are eligible to receive funded early education if their parents are in receipt of certain benefits, they are looked after or have left care, or they have an Education and Health Care Plan (EHCP). This measure is effectively a proxy for a number of key future outcomes along the life course, and focuses particularly on more disadvantaged children and their families. Early education benefits children's educational, cognitive and socio-emotional development, and supports parents to balance home and work life; the benefits will play out across a number of Greater Manchester Strategy shared commitments including school readiness, engagement and attainment in education, and economic contribution from both the children when they enter the labour market and their parents (more immediately, given the correlation between childcare availability and affordability and the ability to enter, regain or sustain employment). There is a clear 'logic flow' between this indicator and higher-level Greater Manchester Strategy shared outcome indicators such as child poverty, resident earnings, the employment rate and adult skill levels. In terms of the ability to respond where neighbourhoods fall below the baseline target level, Greater Manchester has the necessary leverage to ensure that those neighbourhoods benefit from targeted activity to engage local families to take advantage of the support on offer.
- 3) **% of young people (Year 10s) reporting good or higher wellbeing:** a floor target to reduce inequalities in wellbeing outcomes across Greater Manchester neighbourhoods, as measured through a school-based survey undertaken under the auspices of the new Greater Manchester *#BeeWell* programme. Young people will be asked a range of questions, aligned to the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS), including: their optimism for the future; how well they are dealing with problems; and their sense of autonomy. Targeting at the

neighbourhood level will identify inequalities and inform a whole-system, place-based response.

- Piloting of the floor targets will enable emerging issues to be properly explored, such as:
 - while the neighbourhood lens is the most appropriate starting point, whether analysis at a more detailed geographical level (such as lower-layer super output area) is possible and would lead to different insights;
 - identification of the drivers of differential spatial performance, and the options to respond in areas where floor targets are not being met;
 - the interaction between available levers and the ability to influence change in the indicators – and the timescales over which that impact might be expected to be seen.
- It is hoped that learning from this pilot exercise will inform identification of further areas where the approach might be merited, including the potential to extend the concept to service-level data that relate to core areas of wellbeing such as health and transport provision.

Demographic variation and inequality

- In addition to spatial inequalities, the Inequalities Commission was clear that demographic inequality needed to be a key focus for our performance reporting, as defined by such characteristics as age, sex, ethnicity, disability, sexual orientation and trans status, and religious affiliation. As with neighbourhood-level reporting, there are few standard sources that disaggregate data to report on such population groups, and in the main we will need to draw on intelligence from surveys of Greater Manchester residents. However, sample sizes are unlikely to be robust enough to report on certain sub-groups with confidence, particularly below Greater Manchester-level, and the extent to which we will be able to ‘layer’ our data to understand intersectionality will inevitably be limited – both intersectionality across multiple demographic characteristics, and when demographic and spatial inequalities are considered together. We will also need to be confident that movement in the data reflects genuine change, rather than statistical uncertainty; this is particularly challenging when sourcing ‘new’ survey-based data on which we have no historical trends, but even when such historical data are available, COVID’s impact on people’s lives and behaviours has turned previously stable trends upside down.
- For these reasons, we will need to ‘test’ the data with partners who understand their local areas and the people who live in them, to gather insight into the situation on the ground and the factors that might or might not underpin the quantitative reporting. We commit to working collectively and transparently to report demographic variance, adopting a creative approach in looking across our data sources to understand intersectionality, and responding to this intelligence in order to reduce inequalities across our communities. There would be value in doing so on a limited set of indicators that provide the most meaningful understanding of the issues facing specific communities of identity – similarly to the neighbourhood floor targets, we suggest piloting an initial approach, in which we work with equality representatives to explore areas of interest highlighted through the data, and

collectively articulate the 'story' that sits beneath the data to feed this into the decision-making process.

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Underlying principles

- The principles set out below have guided the choice of indicators that we will use to track progress against Greater Manchester Strategy priorities – the shared outcomes and shared commitments. They explain the approach to targeting and the rationale for attaching targets to some measures but not to others, and describe how we intend to report on the progress we have made.
 - 1) Our approach should be **driven by *what we want to measure***, rather than *how* to measure it.
 - 2) Indicators should be included if they are **directly relevant to the priorities set out in the Greater Manchester Strategy** (as articulated in the shared outcomes and shared commitments), and are important to track in order to understand progress against these priorities.
 - 3) The Greater Manchester Strategy framework should be **aligned with wider performance reporting processes** relating to specific portfolio areas and organisations – we should avoid replicating what is best reported elsewhere, and signpost the wider picture so that people can access it if they wish to.
 - 4) Indicators should only be included if there is a clear purpose in doing so – reporting against them needs to **be capable of influencing decision making**, by giving meaningful intelligence on conditions and progress for Greater Manchester places and residents.
 - 5) Indicators must give us **a better understanding of inequality across the city region, both by place and across our diverse communities**, providing intelligence that informs our response to unacceptable variance in opportunity, experience, power and outcomes. We need to understand the detail that sits beneath Greater Manchester or locality-level averages, and where the data permit, report performance at the neighbourhood level or below, and for specific demographic groups.
 - 6) Where meaningful and timely data on higher-level outcomes are not available, we should **identify ‘proxy’ indicators that demonstrate progress towards the shared commitments and headline shared outcomes** – these might be ‘intermediate outcome’ indicators (stepping stones to higher level ambitions), or potentially output or activity indicators.

- 7) We should **identify new sources of data that provide insight on areas where our standard data sets fall short**, and that enable us to understand resident perceptions and how these might vary across Greater Manchester and amongst different community groups. We can only do so effectively by using locally generated data, both by maximising the value derived from resident survey activity and drawing on data collated by our voluntary and community sector partners.
- 8) We need to **understand the extent to which the ways of working set out in the Strategy are being embedded**, to provide insight into the scale, pace and breadth of implementation. Whilst quantitative indicators might be useful, qualitative assessment is likely to be more meaningful.
- 9) Indicators at different levels should have a 'golden thread' linking them – **a theory of change that brings together the 'bottom-up' and 'top-down'**, and that enables us to articulate how performance against one measure contributes to other measures.
- 10) We should aim for indicators that **avoid ambiguity in interpretation**, so we can be clear what success looks like. For instance, it may be a good thing if more people are reporting problems or accessing support, as it could indicate success in engaging them and ensuring greater awareness; however, it could also be an indication of higher levels of need. Such indicators, which often draw on data sources held by our voluntary and community sector partners, have an important place in helping to contextualise and enrich performance reporting, but can be less suitable as a lead or targeted indicator.
- 11) **Indicators should only be targeted if there is the potential for Greater Manchester Strategy activity to influence change in the data** – the indicator needs to be responsive to our actions (or lack of actions), and have the ability to capture change within the three-year timescale for the Delivery Plan that will accompany the Strategy. If indicators are largely subject to wider factors, and the levers of change sit principally outside of Greater Manchester's control, they will not give insight into whether our activity has been successful or not, so should not be targeted. Similarly, if there is a long lag between data capture and

publication, the indicator will not provide timely intelligence on progress. We are proposing that the shared outcome indicators are not targeted; however, it will be important to track performance against them with contextual indicators, so that we have a clear understanding of progress against our longer-term ambitions. The shared commitments, by definition, are the key priorities that we are looking to progress under the Greater Manchester Strategy, and therefore are clear candidates for targeting. 'Ownership' of targets needs to sit across portfolio areas – we should avoid a siloed approach to performance assessment.

- 12) **Targets must reflect our wellbeing and equality goals**, including neighbourhood floor targets and a strong focus on identifying demographic inequalities across our population groups. Performance reporting needs to highlight variance across Greater Manchester, and provide insight that supports movement towards more equitable, fair and impartial distribution over time.
- 13) Reporting against the Greater Manchester Strategy indicators should ensure that **performance is properly contextualised, and intelligence is provided, not just information**; understanding what is driving change in the quantitative data will require accompanying qualitative evidence and community insight. Reporting needs to link our understanding of progress against the actions in the Greater Manchester Strategy Delivery Plan with the data story as understood through the performance framework, so that decision makers can consider the levers at work and the options for responding.
- 14) We will ensure the responsible use and sharing of information and data, so that information flows to where it is needed, and are committed to **open and accessible reporting** that makes data and intelligence available to all who want to use it. This acknowledges that the GMS needs to relate to multiple audiences, both internal to the city region and externally. We will gain and maintain the trust of GM citizens, so that they feel their personal information will be managed appropriately, recognising information as a valuable asset now and in the future.

Embedding the Greater Manchester Strategy ways of working and understanding their added value

- Delivering the shared outcomes and commitments that are set out in the new Greater Manchester Strategy will depend on how we work together, as much as what we work on. The Strategy includes a set of 'ways of working' that we will collectively commit to, thereby contributing to the achievement of Greater Manchester's key priorities. Alongside the performance framework, it is important that we put processes in place to capture the extent to which these ways of working are being embedded across the system, and the contribution they are making to our stated ambitions.
- We will pilot a self-assessment process that seeks to understand where the various parts of the Greater Manchester system are on the 'journey' towards using and embedding the ways of working. There may be some elements of that assessment that are quantifiable, but 'hard' process measures will at best be partial in capturing the nuances of the various ways of working that are promoted. A supportive and innovative self-assessment process that poses a set of reflective and qualitative questions relating to 'what good looks like' under each of the ways of working is likely to be more meaningful. The principal aim will be to identify best practice and celebrate success, enabling learning to be shared across portfolio areas, benefiting all partners and the city region as a whole.

Performance framework

- We have purposefully chosen not to title our performance management approach as an outcomes framework, in part because the most meaningful way to understand progress against our priorities might be through use of output, activity or process measures, but also due to the somewhat contested understanding of what an outcome is or is not. We want the performance framework to enable us to understand where we are being successful in bringing about positive change in relation to the ambitions set out in the Strategy – and equally, to understand where we are not being successful.
- The framework represents our best effort to reflect the radically changed context within which we are developing the new Greater Manchester Strategy, and as a result, looks quite different to its predecessor. We want it to be a flexible tool, to be piloted initially and subsequently improved, and to be able to respond to the availability of new and better sources of intelligence in the future.
- The table overleaf sets out the indicators we will track against the Greater Manchester Strategy shared outcomes and shared commitments. It also details which indicators will be targeted, and the extent to which the data provide insight into spatial and/or demographic inequalities.
- For ease of navigation, indicators are aligned to relevant shared outcomes and shared commitments. However, and reflecting the non-siloed nature of the shared outcomes and commitments, the indicators are cross-cutting, and some relate to a number of different priorities – for this reason, the shared outcome indicators (which are particularly cross-cutting) have not been aligned directly to a specific outcome; indicators may also appear more than once in the table, against different shared outcomes or commitments. In practice, the reporting process will enable users to select the type of indicator they are most interested in, and to navigate between a flexible set of dashboards, with links provided to aligned resources that might be useful.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Shared outcomes				
<p>The Wellbeing of our People</p> <ul style="list-style-type: none"> A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities; and better transport Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old, with inequalities reduced in all aspects of life <p>Vibrant and Successful Enterprise</p> <ul style="list-style-type: none"> A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential 	Healthy life expectancy at birth	The shared outcome indicators are high-level, to be tracked as contextual measures but not targeted – many wider factors inform performance, and GM leverage to influence change is therefore relatively limited. Change will also be a longer-term process, beyond the immediate 3-year timeline for the GMS Delivery Plan. It will nevertheless be important for GMS reporting to focus on these measures, given that they represent ultimate ambitions, and to consider variance by place and population	Spatial disaggregation by GM locality Demographic disaggregation: sex	Source: Public Health Profiles (Public Health England), drawing on Office of National Statistics (ONS) death extracts, Annual Population Survey and ONS mid-year population estimates Headline measure, underpinned by progress against many of the key determinants that are tracked through the wider shared outcome and shared commitment indicators.
	Median resident earnings: hourly pay		Spatial disaggregation by GM locality Demographic disaggregation: sex	Source: Annual Survey of Hours and Earnings Reporting for all-employees, but can also provide discrete data for full-time and part-time employees. Focus on the gap between higher and lower earners (ratio between the 80% and 20% deciles).
	% of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in		Spatial disaggregation: postcode level (individual properties)	Source: Energy Performance of Buildings Data, England and Wales (Department for Levelling Up, Housing and Communities) Expressed as a percentage of all EPCs / DEC for existing buildings (excluding new build) undertaken in the reporting year, and identifying positive direction of travel in

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<ul style="list-style-type: none"> A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability <p>Greater Manchester as a leading city-region in the UK and globally</p> <ul style="list-style-type: none"> Greater Manchester as a world-leading low carbon city-region Greater Manchester as a world-leading digital city-region 	<p>the reporting year from a rating of D or below to C and above</p>	<p>group where the data allow. The narrative that accompanies reporting will look to set out what is driving change and the likely role of GM activity within this.</p>		<p>terms of improvements in energy efficiency over time.</p> <p>Separate reporting for domestic and non-domestic properties (EPCs), and public buildings (DECs).</p> <p>EPCs are undertaken when a property is sold or rented, so the data exclude those that do not change hands. Properties benefiting from publicly-funded retrofits are also captured in reported data. DECs are updated on an annual basis.</p>
	<p>Number of engagements by GM residents with cultural organisations supported by the GM Cultural Fund</p>		<p>Spatial disaggregation by GM locality Demographic disaggregation by key communities of identity</p>	<p>Source: Greater Manchester Cultural Fund monitoring data</p> <p>Partial, as does not capture wider engagement in culture that is not associated with Greater Manchester Cultural Fund beneficiary organisations.</p>
	<p>% of people responding 'easy' or 'very easy' to 'How easy or difficult do you find travelling to [selection of destinations / trip purposes] (by any form of transport)?'</p>		<p>Spatial disaggregation by GM locality Demographic disaggregation: age; sex; ethnicity; disability; employment</p>	<p>Source: National Highways & Transportation Survey (NHT), conducted on behalf of the ten GM local authorities</p> <p>Composite figure of eight basic destination types. Perception of ease takes account of the respondent's mobility, the characteristics of the transport network and the accessibility of the desired destinations.</p>

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Page 122			status; Acorn group (CACI); household car ownership	Potential to build on this measure under a GM residents' survey (tbc.) to focus on access to essential services that are important to people in their local neighbourhood / town centre – considering accessibility in a broader (system-wide) concept, and positioning transport as a means to an end, rather than an end in itself.
	% of children living in relative low income households		Spatial disaggregation: Middle Super Output Area (could be aggregated to neighbourhood level)	Source: Children in low income families: local area statistics (Department for Work and Pensions) Potential to expand the focus to include poverty for working-age and older people – local poverty rates may start to be published by the Department for Work and Pensions in 2022.
	% of people with a strong sense of belonging to their local area		Spatial disaggregation by GM locality Demographic disaggregation: age; sex; ethnicity; disability; sexual orientation;	<ul style="list-style-type: none"> Source: Greater Manchester Policing and Community Safety Survey Data have been collected via this quarterly survey for some two years to date.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Page 123			religious affiliation	
	Number of business start-ups per 10,000 working-age residents		Spatial disaggregation by GM locality	<ul style="list-style-type: none"> Source: Business Demography, UK (Office for National Statistics), Mid-year population estimates (Office for National Statistics, NOMIS) An indicator of levels of enterprise across the city region.
	% of working-age population in employment		Spatial disaggregation by GM locality Demographic disaggregation: age; sex; ethnicity; disability	Source: Annual Population Survey (NOMIS) Gaps between the demographic groups can be reported, but note that confidence intervals at locality level can be wide for some of the sub-cuts of the data – gaps best reported for GM as a whole.
	% of working-age population with Level 4+ qualifications		Spatial disaggregation by GM locality Demographic disaggregation: age; sex	Source: Annual Population Survey (NOMIS)
	% of working-age population with sub-Level 2 qualifications		Spatial disaggregation by GM locality	Source: Annual Population Survey (NOMIS)

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
			Demographic disaggregation: age; sex	
	Manchester's position on the Resonance World's Best Cities index			Source: Resonance Consultancy: World's Best Cities report Note that the index focuses on Manchester rather than GM. Manchester was ranked 94 in the 100 world best cities in the 2021 Resonance report – the ambition is for Manchester always to be ranked in the top 100 cities.
	Carbon emissions estimates p.a., ktCO ₂		Spatial disaggregation by GM locality	Source: UK local authority and regional carbon dioxide emissions national statistics (BEIS) Emissions data will be reported under the 5-Year Environment Plan alongside the GM carbon budget trajectory, to assess progress towards 2038 net zero ambitions. Reporting will also set out emissions by broad sector (e.g. industry, commercial, public sector, domestic, transport), and net change in natural carbon renewal from land use, land-use change and forestry (LULUCF).
	Number of properties at risk of flooding		Spatial disaggregation: lower-layer	Source: National Receptor Dataset (Department for Environment, Food and Rural Affairs)

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Page 125			super output area (LSOA)	A key focus in the GM Resilience Strategy 2020-2040, due to both the high likelihood and high impact of flooding. The data focus on both river and surface water flooding – the GM Flood Risk Investment Programme is aiming to reduce the risk of both across the city region. The evidence suggests that properties in more deprived communities are less resilient: at greater risk from extreme weather events and most vulnerable to shocks and stresses. Does not capture flood risk to infrastructure, or risk from sewer flooding or reservoirs.
	No. people employed in digital industries		Spatial disaggregation by GM locality	<ul style="list-style-type: none"> • Source: DataCity The digital sector will be defined using novel, machine learning approaches to the analysis of data scraped from company websites.
Shared commitments – place priorities				
<ul style="list-style-type: none"> • We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres 	<ul style="list-style-type: none"> • Employment space and housing growth 		Spatial disaggregation by GM locality	<ul style="list-style-type: none"> • Source: Places for Everyone monitoring framework • Data are not currently collected on employment space development, but processes will be put in place under Places for Everyone (and separately with Stockport), with an annual return from the

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p>Page 126</p> <p>We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces</p>	<ul style="list-style-type: none"> % increase in residential development in main town centres 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<p>GM local authorities piloted in 2022. Full data are unlikely to be available until 2023.</p> <ul style="list-style-type: none"> Housing growth will be tracked using data on net additional dwellings (see the shared commitment indicator on p.18 below). Source: Places for Everyone monitoring framework Data on residential development in town centres are not currently collected from the GM local authorities. An approach will be piloted in 2022 under Places for Everyone, with separate arrangements explored with Stockport.
	<ul style="list-style-type: none"> % of residents who feel 'very' or 'fairly safe' in their local area No. of neighbourhood crimes per 1,000 population 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality Demographic disaggregation: age; sex; ethnicity; disability; sexual orientation; religious affiliation Spatial disaggregation: 	<ul style="list-style-type: none"> Source: Greater Manchester Policing and Community Safety Survey Data have been collected via this quarterly survey for some two years to date. Source: Greater Manchester Police (GMP) recorded crime data

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
			neighbourhood level	<ul style="list-style-type: none"> Tracking will help to inform resourcing decisions made by GMP – e.g. allocation of more officers to areas in greater need.
	<ul style="list-style-type: none"> % of victims who are satisfied with the overall service received from Greater Manchester Police (GMP) 		<ul style="list-style-type: none"> Spatial reporting: GM only Demographic disaggregation: tbc., but a number of inequality cuts are likely (dependent on sample size); e.g. age; sex; ethnicity; disability; sexual orientation; repeat victim / not repeat victim 	<ul style="list-style-type: none"> Source: Greater Manchester Victims of Crime Survey Respondents to the question, 'How satisfied or dissatisfied were you with the service that you received from the Greater Manchester Police as a result of reporting your most recent experience of crime?' Also disaggregated by the type of crime that victims experienced. Note that satisfaction relates to victim interaction with GMP, and not with the wider criminal justice system and/or other organisations.
	<ul style="list-style-type: none"> % of people responding 'easy' or 'very easy' to 'How easy or difficult do you find travelling to [selection of destinations / trip 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality Demographic disaggregation: age; sex; ethnicity; 	<p>Source: National Highways & Transportation Survey (NHT), conducted on behalf of the ten GM local authorities</p> <p>Composite figure of eight basic destination types. Perception of ease takes account of the respondent's mobility, the characteristics of the transport network and</p>

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
	purposes] (by any form of transport)?'		disability; employment status; Acorn group (CACI); household car ownership	<p>the accessibility of the desired destinations.</p> <ul style="list-style-type: none"> • Potential to build on this measure under a GM residents' survey (tbc.) to focus on access to essential services that are important to people in their local neighbourhood / town centre – considering accessibility in a broader (system-wide) concept, and positioning transport as a means to an end, rather than an end in itself.
<p>PSO 20</p> <ul style="list-style-type: none"> • We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy 	<ul style="list-style-type: none"> • Net additional dwellings built p.a. 	<ul style="list-style-type: none"> • GM target: deliver at least 25,000 new homes over the 2021-24 period (tbc.) 	<ul style="list-style-type: none"> • Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> • Source: Live tables on housing supply: net additional dwellings (Department for Levelling Up, Housing and Communities) • The target equates to the three year total relating to an annual target to build approximately 8,700 new homes per annum to 2025 under Places for Everyone. Note that this figure excludes Stockport – the target will be revised to give a pan-GM number once the housing target for the Stockport Local Plan has been agreed.
	<ul style="list-style-type: none"> • Number of new build homes with an energy performance certificate (EPC) rating in the reporting year of A 		<ul style="list-style-type: none"> • Spatial disaggregation: postcode level (individual properties) 	<ul style="list-style-type: none"> • Source: Energy Performance of Buildings Data, England and Wales (Department for Levelling Up, Housing and Communities)

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
				<ul style="list-style-type: none"> Expressed as a percentage of all initial EPCs for new build homes undertaken in the reporting year.
Shared commitments – system priorities				
<ul style="list-style-type: none"> We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment <p style="text-align: center;">Page 129</p>	<ul style="list-style-type: none"> Level of NO₂ emissions and exceedances 	<ul style="list-style-type: none"> GM target: achieve compliance with the legal Limit Value (40 µg/m³) for NO₂, as identified with Government through the Greater Manchester Clean Air Plan (GMCAP) 	<ul style="list-style-type: none"> Spatial reporting by site and GM locality 	<ul style="list-style-type: none"> Source: GM NO₂ monitoring network (Transport for Greater Manchester) Work undertaken for the GM Clean Air Plan has identified sites where NO₂ is above legal limits. An NO₂ monitoring network tracks levels at these sites, with data on the number that are compliant reported annually, along with the trend (the number of sites with exceedance growing or reducing).
	<ul style="list-style-type: none"> Amount of renewable electricity installed capacity 	<ul style="list-style-type: none"> GM target: install a minimum additional 28MW in renewable electricity capacity by 2024, in line with the 5-Year Environment Plan target to deliver 45MW over the 2019-24 period 	<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Source: BEIS Renewable Energy Planning Database / Microgeneration Certification Scheme (MCS) The BEIS database records installations over 150kW pa, and MCS those under 50kW per annum. Reporting will focus on the aggregate number across both sources, but will not capture the small number of installations between 50kW and 150kW per annum.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 130</p>	<ul style="list-style-type: none"> Number of trees planted per annum 	<ul style="list-style-type: none"> GM target: plant an additional 350,000 trees by 2024, in line with the 5-Year Environment Plan target to plant three million trees by 2035 	<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Source: GM City of Trees Captures trees planted under the City of Trees initiative, which will be responsive to GMS-related activity, but excludes wider (including private) planting. Tracking wider outcomes relating to the natural environment (e.g. quality green space, blue infrastructure, natural carbon removal, biodiversity) is challenging due to the lack of robust and/or regular and timely data at the local level. Furthermore, our leverage over some of these measures can be relatively limited.
	<ul style="list-style-type: none"> Municipal / household waste recycling rate 	<ul style="list-style-type: none"> GM target tbc. 	<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Source: Defra Waste Data Flow (using WDF comparator NI192) Aggregated pan-GM data will be reported, combining data for the 9 localities (excluding Wigan) under the Suez contract with that for Wigan. A GM target will be developed once central government has responded to consultation on the national Resources and Waste Strategy, and the implications for GM have been considered. The focus of the indicator on municipal and/or household waste will be confirmed when there is more clarity from government on the underlying definitions.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p>• We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike</p>	<p>• % who find it easy to use different forms of transport in one journey</p>		<p>• Demographic disaggregation: age; sex; ethnicity; disability; employment status; Acorn group (CACI); household car ownership</p>	<p>Source: Multi-Modal Network Principles Survey (Transport for Greater Manchester)</p> <p>• Focuses on the integrated element of a 'London style' transport system.</p>
	<p>• % of people who say they can afford to travel by public transport as much as they like</p>		<p>• Demographic disaggregation: age; sex; ethnicity; disability; employment status; Acorn group (CACI); household car ownership</p>	<p>Source: Greater Manchester Fares Survey (Transport for Greater Manchester)</p> <p>• Focuses on the affordable element of a 'London style' transport system.</p>
	<p>• % and total annual trips made via public transport / active travel</p>	<p>• GM target tbc.</p>		<p>Source: Travel Diary Surveys data (Transport for Greater Manchester)</p> <p>As set out in recent strategic documentation, GM targets relating to public transport and active travel were based on pre-COVID conditions, and are no longer valid in light of the impact of the pandemic on transport usage. A new GM target will be developed by Transport for</p>

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
	<ul style="list-style-type: none"> % of the GM bus fleet that is zero emission (at tailpipe) 	<ul style="list-style-type: none"> GM target tbc. 		<p>Greater Manchester during 2022 and subsequently adopted as a GMS target.</p> <ul style="list-style-type: none"> Source: Transport for Greater Manchester Intention to define a 2024 GM target when there is clarity over the outcome of the Bus Service Improvement Plan (BSIP).
<ul style="list-style-type: none"> We will enable the delivery of world-class smart digital infrastructure 	<ul style="list-style-type: none"> % of premises unable to access download speeds of at least 30Mbit/s 	<ul style="list-style-type: none"> Neighbourhood floor target 	<ul style="list-style-type: none"> Spatial disaggregation: postcode level 	<ul style="list-style-type: none"> Source: Ofcom Connected Nations Data are available for both residential and commercial properties. Postcode-level data will be aggregated to provide data to inform a neighbourhood floor target, informing how we respond to areas that fall below agreed baseline levels.
<ul style="list-style-type: none"> We will realise the opportunities from our world-class growth and innovation assets, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the city-region 	<ul style="list-style-type: none"> Number of employees / companies in GM's frontier sectors 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Source: DataCity The sectors will be defined using novel, machine learning approaches to the analysis of data scraped from company websites.
	<ul style="list-style-type: none"> Number of innovation-active businesses 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Source: DataCity Businesses will be given an innovation score based on machine learning approaches to data scraped from their websites and compared to data from businesses known to be engaging in innovative activity.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p>• We will support our businesses to grow sustainably and be as prosperous as they can be</p>	<p>• Number of GM businesses engaged by the Growth Company</p>		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation by characteristics of the business owner: sex and ethnicity 	<p>Source: Growth Company Performance Management Framework / Business Growth Hub Inclusive Growth Report</p> <p>The indicator focuses on businesses engaged by the following Growth Company services: Business Support; Business Finance; and MIDAS. Engagements include those in face to face, telephone, postal, interactive web-site or email contact.</p> <p>Ambition to maintain support at current levels: the Growth Company target for 2021-22 is 12,700 engagements per annum. Note however that targets for future years are funding dependent.</p> <p>From an inequalities perspective, data will be reported on the proportion of business owners who seek support from the Growth Company who state that they are female or from an ethnic background.</p>
	<p>• Number of GM businesses signed up to the <i>Race to Zero</i> campaign</p>			<p>Source: Global Climate Action / FAME database</p> <p>Race To Zero is a global campaign that acts as an 'umbrella' to bring together net zero commitments made under a range of initiatives by businesses and other actors. It is promoted by the UK government, and businesses can sign up via one of seven</p>

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
				<p>leading business network partner organisations.</p> <ul style="list-style-type: none"> • Locations for UK businesses that have made commitments can be matched with the FAME database to identify whether they are registered in GM. An understanding of the sectoral mix of companies can also be drawn from the data.
<ul style="list-style-type: none"> • We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities 	<ul style="list-style-type: none"> • % of employees paid above the Real Living Wage (RLW) 	<ul style="list-style-type: none"> • 88% of employee jobs (18+ years) will be earning above the RLW by April 2024, an increase from 80.9% (provisional data) in 2021 	<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: sex 	<ul style="list-style-type: none"> • Source: Annual Survey of Hours and Earnings (user-requested release by the Office for National Statistics) • Key mayoral commitment (ambition that 100% of GM employees will be earning above the RLW by 2030). • Ability to differentiate between full-time and part-time employees.
	<ul style="list-style-type: none"> • % of GM residents in 'good work' 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: age; sex; ethnicity; disability; sexual orientation; 	<ul style="list-style-type: none"> • Source: GM residents' survey (tbc.) • Methodology to be agreed, but questions could explore various dimensions of 'good work', such as: earnings; job security and contractual arrangements; work-life balance; opportunities for progression and development; level of stress. • Responses could be aggregated to give an overall 'good work' assessment.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
			religious affiliation	
<ul style="list-style-type: none"> We will ensure businesses are able to access the skills and talent they need, and people are able to realise their full potential – by provision of high quality learning and wrapping support around individuals – with access to good work for those who can, support for those who could, and care for those who can't 	<ul style="list-style-type: none"> Trends in Adult Education Budget (AEB) starts and achievements 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality Demographic disaggregation: sex; ethnicity; disability 	<ul style="list-style-type: none"> Source: AEB data / Education and Skills Funding Agency (ESFA) Datacube Reporting total AEB take-up, supplemented by equalities breakdowns. The feasibility of developing destination / transition measures for AEB-funded learning is currently being explored; this would enable progression to be tracked. Data are not yet available to do so, with further support required from the ESFA, along with work with providers – if/when progressed, this could replace the current indicator.
	<ul style="list-style-type: none"> Trends in apprenticeship starts and achievements (focus on cohorts, sector subject area, level) 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality Demographic disaggregation: age; sex; ethnicity; learning difficulty and/or disability 	<ul style="list-style-type: none"> Source: Education and Skills Funding Agency Datacube Reporting on apprenticeship starts and achievements, but with less of a focus on the overall numbers / percentages (where many wider factors play in), and more on: (i) inequalities dimensions (age; sex; ethnicity; learning difficulty and/or disability); (ii) sector subject area and level, to assess fit with the needs of employers and the GM economy. A flexible approach, depending on the context at different points in time, to inform

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p>• We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and ‘life ready’ skills</p> <p>Page 136</p>	<p>• % take up of funded childcare and early education places for two-year-olds</p>	<p>• Neighbourhood floor target tbc.</p>	<p>Spatial disaggregation: bespoke work to derive neighbourhood-level monitoring</p> <p>Demographic disaggregation: ethnicity; special educational needs (SEN)</p>	<p>forward policy and targeted activity and campaigns.</p> <p>Source: Early Years Settings Census (Department for Education)</p> <p>Two-year-olds are eligible to receive funded early education if their parents are in receipt of certain benefits, they are looked after or have left care, or they have an Education Health and Care (EHC) Plan. This measure gauges whether more disadvantaged families are accessing support, benefitting children’s educational, cognitive and socio-emotional outcomes, and supporting parents to balance home and work life.</p> <ul style="list-style-type: none"> • A neighbourhoods’ approach ensures an equalities focus, reflecting the importance of engaging all communities to take advantage of the support offer. It also promotes joint work to ensure high-quality provision across all parts of GM. • Data collection at the neighbourhood level is being progressed, and will be followed by baseline analysis to inform quantification of the floor target. GM performance (average take-up of 67.6%) outstrips the England average (61.8%), but with locality variance. Substantial neighbourhood-level variance is expected,

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 137</p>				<p>with the scale of the challenge to be quantified through the baselining exercise.</p>
	<ul style="list-style-type: none"> • % of children at or above the expected level of development at 2-2.5 years 	<ul style="list-style-type: none"> • GM target tbc. 	<p>Spatial disaggregation by GM locality</p>	<p>Source: data collected by health visitors during the Healthy Child Programme 2 year review or integrated review. Uses the ASQ (Ages and Stages Questionnaire) tool, which captures overall child development based on five areas: communication; gross motor skills; fine motor skills; problem solving; and personal-social development.</p> <ul style="list-style-type: none"> • Alongside development checks at 2-2.5 years, GM has the ambition to roll-out an 18-month check within its Early Years Delivery Model, with bespoke screening and assessment approaches. • Opportunities for supplementary reporting of child development progress through WellComm assessments will be explored. • ASQ data for 2020/21 will inform development of a GM target, which will focus on increasing the proportion of children at or above the expected level in all five areas of development, and narrowing the gap between GM and the England average (currently 10.5 percentage points, with GM at 72.4% and England 82.9%).

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="text-align: center;">Page 138</p>	<ul style="list-style-type: none"> Attendance at school: rate of pupil unauthorised absence (all age, all settings) 		<p>Spatial disaggregation by GM locality; bespoke further analysis tbc.</p> <p>Demographic disaggregation: age; sex; ethnic background; free school meal (FSM) eligibility; special educational need (SEN)</p>	<p>Source: Pupil Absence in Schools in England (Department for Education)</p> <p>Focusing on attendance promotes a shared, multi-agency discussion on participation in education. Partners from all areas of public service have a deep investment in enabling good teaching and learning in schools, and in strengthening the wrap-around support children and young people need to achieve their potential.</p> <p>Reporting of trends in respect of unauthorised absence will draw on statistics published three times per year, with the ability to focus on vulnerable or marginalised young people and intervene early as a whole system (education; health; social care; criminal justice).</p> <ul style="list-style-type: none"> A GM target has not been defined, given pre-existing national lines of accountability for pupil absence, the broad range of influences on participation, and analytical challenges due to pandemic-related volatility in the data. Performance will be interpreted with contextual understanding of the complex set of interactions which influence the data, informing multi-agency approaches to support improved attendance rates.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
	<ul style="list-style-type: none"> % of young people reporting good or higher wellbeing (Year 10s) 	<ul style="list-style-type: none"> Neighbourhood floor target tbc. 	<p>Spatial disaggregation: neighbourhood-level findings</p> <p>Demographic disaggregation: ethnic group; gender identity; sexual orientation; free school meal (FSM) eligibility; special educational need (SEN); English as an additional language</p>	<p>Source: GM #BeeWell programme (survey responses from Year 10 pupils across GM).</p> <p>GM's new #BeeWell survey is set to be the biggest survey of its kind in the country, with potentially up to 65,000 respondents (93% of mainstream secondary schools are signed up, along with 72% of Pupil Referral Units and 56% of maintained special schools).</p> <p>This measure reflects the proportion of young people scoring in the higher wellbeing ranges on the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS), and is based on a range of questions, e.g.: their optimism for the future; how well they are dealing with problems; their sense of autonomy.</p> <p>Analysis of baseline survey results will be undertaken from January 2021, and the neighbourhood floor target confirmed by March. The target will support an approach focused on tackling inequalities in wellbeing outcomes across different places, accounting for contextual factors, and will inform a whole-system, place-based response.</p>
	<ul style="list-style-type: none"> Trends in transitions for GM young people, 		<ul style="list-style-type: none"> Spatial and demographic 	<ul style="list-style-type: none"> Performance based on a range of metrics, with reporting highlighting the latest

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="text-align: center;">Page 140</p>	including priority cohorts, across childhood		insights will vary by indicator	<p>performance and trends, to inform forward policy and targeted activity. Priority metrics will include:</p> <ul style="list-style-type: none"> ○ % of school and college learners accessing and benefitting from the Greater Manchester Apprenticeship & Careers Service (Year 7 – Year 13) ○ % achieving GCSE Grade 4 or above in English and Maths (with option to report other key attainment benchmarks that support transition) ○ % of 16–17-year-olds within priority groups who are not in education, employment or training (special educational needs and disabilities; looked after children; care leavers) ○ Other key transition points, including primary-secondary; secondary-post 16 or further learning.
	<ul style="list-style-type: none"> • We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online 	<ul style="list-style-type: none"> • % of residents not accessing the internet in the last 3 months 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 141</p>				<p>'internet users' can include those who cannot get online at home (hence are digitally excluded), but have accessed the internet in other places.</p> <ul style="list-style-type: none"> • Only available at GM level, and no demographic disaggregation available (other than for the national level data).
	<ul style="list-style-type: none"> • Level of digital exclusion within priority groups (tbc.) 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: age; sex; ethnicity; disability; sexual orientation; religious affiliation 	<ul style="list-style-type: none"> • Source: GM residents' survey (tbc.) • Methodology to be agreed, but questions could explore various dimensions of digital exclusion, including access to technology and connectivity, digital skills, motivation, affordability, etc. Questions could be aggregated to give an overall assessment of levels of digital exclusion. • Opportunity to explore variance in digital exclusion across demographic groups, including GM's priority cohorts: under-25 year-olds; over-75 year olds; and disabled people.
	<ul style="list-style-type: none"> • Total number of learners taking digital skills courses funded under the GM Adult Education Budget (AEB) 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: age; disability; NVQ level 	<ul style="list-style-type: none"> • Source: Source: AEB data / Education and Skills Funding Agency (ESFA) Datacube • Data on the proportion of the adult population who have all five basic skills are only available at regional-level, and not for GM. The proposed AEB measure is effectively a proxy for improved digital skills, but at all NVQ levels (disaggregation

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 142</p>				<p>of the data will enable basic digital skills provision to be differentiated from higher level provision).</p> <ul style="list-style-type: none"> We can also disaggregate the data to understand take-up by disabled people, one of GM's priority cohorts for our digital exclusion work. With respect to the two other cohort groups, age cuts will only give us limited intelligence on the under-25s (AEB relates to people aged 19 and over) and over-75s (there may be few people in this age group who choose to improve their skills through AEB-funded provision).
<ul style="list-style-type: none"> We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester 	<ul style="list-style-type: none"> % of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in the reporting year from a rating of D or below to C and above 		<ul style="list-style-type: none"> Spatial disaggregation: postcode level (individual properties) 	<ul style="list-style-type: none"> Source: Energy Performance of Buildings Data, England and Wales (Department for Levelling Up, Housing and Communities) Expressed as a percentage of all EPCs / DEC for existing buildings (excluding new build) undertaken in the reporting year, and identifying positive direction of travel in terms of improvements in energy efficiency over time. Separate reporting for domestic and non-domestic properties (EPCs), and public buildings (DECs). EPCs are undertaken when a property is sold or rented, so the data exclude those that do not change hands. Properties benefiting from publicly-funded retrofits are

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
	<ul style="list-style-type: none"> Number of new affordable homes built per annum 	<ul style="list-style-type: none"> Build more than 1,500 affordable homes per annum through to 2024, exceeding average annual delivery over the 2015-2020 period 	<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<p>also captured in reported data. DECAs are updated on an annual basis.</p> <ul style="list-style-type: none"> Source: Live tables on affordable housing supply (Department for Levelling Up, Housing and Communities) The data report on rented and affordable home ownership homes (central government definition). The 2021 Comprehensive Spending Review confirmed Affordable Homes Programme funds for 2021-26, with bidding to Homes England open for new development. We will review the stated target once now-confirmed funding has been translated into a clearer forward pipeline of development in GM.
	<ul style="list-style-type: none"> Number of people sleeping rough 	<ul style="list-style-type: none"> GM target tbc. 	<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Rough Sleeper Snapshot in England (Department for Levelling Up, Housing and Communities). A single-night snapshot, reported annually, with ongoing process understood through bi-monthly local authority-organised counts.
<ul style="list-style-type: none"> We will tackle food and fuel poverty experienced by Greater Manchester residents 	<ul style="list-style-type: none"> % of households that are food insecure 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality Demographic disaggregation: 	<ul style="list-style-type: none"> Source: GM Residents' Survey, based on the Food Insecurity Experience Scale (FIES) (tbc.) This indicator has been tracked in GM through a set of standardised questions

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Page 144			age; sex; ethnicity; disability; sexual orientation; religious affiliation	<p>that have been asked via the <i>Safely Managing Covid-19: Greater Manchester Population Survey</i>.</p> <ul style="list-style-type: none"> Preferred to data on usage of food banks and social assistance programmes, due to the challenges involved in obtaining comprehensive data from the range of organisations involved, and the difficulty in interpreting change (e.g. does an increase in food bank usage signal increased need, or success in identifying and engaging people in need who were previously not seeking support?). However, such data will provide useful insight to support reporting and interpretation.
	<ul style="list-style-type: none"> Volume of unsecured personal loans 		<ul style="list-style-type: none"> Spatial disaggregation at postcode level 	<ul style="list-style-type: none"> Source: UK Finance, data on the value of personal loans outstanding Data on loans are provided by a range of financial institutions (Barclays, CYBG, Lloyds Banking Group, HSBC, Nationwide Building Society, Royal Bank of Scotland and Santander UK; Bank of Ireland, Danske Bank, First Trust Bank, Nationwide Building Society). An extensive list, and particularly useful to understand direction of travel, but not fully comprehensive. Preferred to data on debt advice, due to interpretation difficulties (e.g. does an

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Page 145				<p>increase in debt advice signify greater levels of financial insecurity, or success in identifying and engaging people in need who were previously not seeking support?). However, such data can provide useful insight to support reporting and interpretation, particularly to understand inequality issues for specific population groups.</p> <ul style="list-style-type: none"> • Note that households in fuel poverty is not suggested as an indicator, as it is problematic: national definitions are contested and subject to change (e.g. according to the current definition, it is not possible to be in fuel poverty if you have an Energy Performance Certificate of C and above. The threshold for household income is £30,000 pa. or below; however, households with an income above this level may nevertheless not be able to afford to heat their homes properly). There is also a considerable lag between data production and publication.
<ul style="list-style-type: none"> • We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health 	<ul style="list-style-type: none"> • % of adults reporting 'high' or 'very high' satisfaction with their life 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> • Source: Headline estimates of personal well-being from the Annual Population Survey (Office for National Statistics) • Question asked: 'Overall, how satisfied are you with your life nowadays? Where 0 is 'not at all satisfied' and 10 is 'completely

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p>[Note: detailed work is underway to develop a new GM Health and Care Strategic Plan, and to create the statutory Integrated Care System for GM. Consideration of performance reporting approaches is an important element of this work, including ensuring close alignment to the GMS performance indicators. The indicators and targets proposed against this shared commitment should therefore be treated flexibly, subject to potential development as the strategic context becomes more defined.]</p>				<p>satisfied' (high = rating of 7-8; very high = 9-10).' Population-level data, with no demographic disaggregation available. This might be available by asking the same question in a GM residents' survey, which would provide a larger sample size and enable reporting for a range of demographic groups (e.g. cuts by age, sex, ethnicity, disability, sexual orientation, religious affiliation). Initially, we aim to pilot capture of local data to provide further insights, and will consider comparability and caveats in relation to the national dataset that will be used for reporting against this indicator.</p>
	<ul style="list-style-type: none"> • % of adults reporting high levels of anxiety 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> • Source: Headline estimates of personal well-being from the Annual Population Survey (Office for National Statistics) • Question asked: 'Overall, how anxious did you feel yesterday? Where 0 is 'not at all anxious' and 10 is 'completely anxious' (high = 6-10).' Population-level data, with no demographic disaggregation available. This might be available by asking the same question in a GM residents' survey, which would provide a larger sample size and enable reporting for a range of demographic groups (e.g. cuts by age, sex, ethnicity, disability, sexual orientation,

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 147</p>				<p>religious affiliation). Initially, we aim to pilot capture of local data to provide further insights, and will consider comparability and caveats in relation to the national dataset that will be used for reporting against this indicator.</p>
	<ul style="list-style-type: none"> • % of people who are active or fairly active 	<ul style="list-style-type: none"> • GM target: commitment to narrow inequality gaps across our communities, and in doing so contribute towards the <i>GM Moving in Action</i> ambition of ‘active lives for all’ by 2031 	<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: age; sex; disability; broad socio-economic classification 	<ul style="list-style-type: none"> • Source: Active Lives survey (Sport England) • Inequality gaps will be monitored through data on engagement in physical activity cut by age, sex, disability and broad socio-economic classification (note that reliable and consistent data on ethnicity and other demographic characteristics are often not available at the local level, but will be monitored where possible). Evidence on trends will be central to reporting, in order to inform the targeting of activity and resources where gaps are widening rather than narrowing. • Engagement in physical activity underpins better health outcomes, improved mental health and wellbeing, and aligns to GM’s active travel and low carbon ambitions. There is clear leverage through Greater Manchester Moving, in particular to address inequalities dimensions.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
Page 148	<ul style="list-style-type: none"> • % of GM residents who are overweight or obese 		<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: broad age group (children/ adults) 	<ul style="list-style-type: none"> • Source: National Child Measurement Programme (NHS Digital); Active Lives survey (Sport England) • Focusing on childhood overweight / obesity at reception age and in Year 6 (aged 10-11), and in the adult population. Note that the adult data are self-reported, whereas data for children are based on observed weight and height.
	<ul style="list-style-type: none"> • % of adults (18+) who are current smokers 	<ul style="list-style-type: none"> • GM target: 10% of GM adults will be smokers in 2024, compared to 16% in 2019 (tbc.) • Commitment to narrow inequality gaps across our communities by tackling the single largest behavioural contributor to the socio-economic gap in life expectancy, and to Make Smoking History for all communities by 2030 	<ul style="list-style-type: none"> • Spatial disaggregation by GM locality • Demographic disaggregation: sex; broad socio-economic classification to include socio-economic gap (smoking amongst routine and manual occupations); smoking status in pregnant women at the time of delivery (SATOD) 	<ul style="list-style-type: none"> • Source: PHE Public Health Profiles, drawing on Annual Population Survey (self-reported) data • Making Smoking History will transform healthy life expectancy by addressing the risk factor that accounts for half the difference in life expectancy between richest and poorest. • The GM target is based on matching the England target in the forthcoming new National Tobacco Control Plan, expected to be 9.1% by 2025 and 5% or less by 2030; 10% is the 2024 position on the trajectory from 2019 GM baseline to the 2025 national target. The GMS target and additional linked priority population targets will be confirmed when the national Plan is published, and associated targets and resources are confirmed.

Shared outcome / shared commitment	Indicator	Targeting approach	Equalities reporting	Source / comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 149</p>				<ul style="list-style-type: none"> Limited local demographic breakdowns are available from the Annual Population Survey data. We will report on smoking rates cut by sex and socio-economic status – reducing smoking rates amongst routine and manual workers will be key to achieving the 2024 ambition. Beyond this, we will draw on locally generated survey data from the GM Smoking Toolkit, to provide further insight on reducing inequalities.
	<ul style="list-style-type: none"> No. of emergency hospital admissions due to falls per 10,000 adults aged 65 and over 		<ul style="list-style-type: none"> Spatial disaggregation by GM locality 	<ul style="list-style-type: none"> Source: GM Secondary Uses Services (SUS+) data A proxy for the extent to which older people are able to lead independent lives in their own homes. Locally-derived data avoid the lag associated with the national dataset from Public Health England. No demographic breakdowns are available. Caveats are required around the coding of admissions to include falls, and the inability to capture falls that do not result in emergency hospital admissions (either because treatment is sought elsewhere, or the person does not receive treatment). Reporting will need to contextualise the data, particularly in light of the impact of COVID.

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Greater Manchester Strategy Initial Delivery Plan

Place Priorities

Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres	North East Growth Corridor
	Central Growth Corridor
	Airport City and Southern Growth Corridor
	Eastern Growth Cluster GM Western Gateway
	Wigan-Bolton Growth Corridor
	Investment in the Bee Network, including Bus Corridor Packages, Future Metrolink and Town Centre packages, as set out in the Five Year Transport Delivery Plan (2021-26) and funded through City Region Sustainable Transport Settlement (CRSTS).
	College Specialisation programme to support growth locations and sector specific skills delivery
	GM Resilience: MOU with EA and UU.
	Developing a GM wide approach to public space CCTV through shared planning and collaboration.
	GM Digital Cluster Development Plan
	GM Digital Local Data Review Implementation
Business Support and Investment incl. GM Digital Business Support	
We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services,	Towns fund activity
	Levelling up fund activity
	Community Renewal Fund Activity
	GM Culture Fund portfolio activity
	GM Town of Culture
	Creative Improvement Districts Delivery of the Night Time Economy Blueprint priorities

Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces	Ageing activity – Strategy composed of 3 elements in response to national and regional NHSE Priorities – co-produced vision, strategy and delivery model. <ul style="list-style-type: none"> - Urgent Community Response - Enhanced Care at Home - Anticipatory care
	Social care – people remaining in their homes <ul style="list-style-type: none"> - Living Well at Home (11 programmes of priority activity to support people to live well, stay well and to be independent in their own homes and communities of choice). - Strengthening the care workforce - Preventative models underpinned by an asset-based approach - Improving sustainability of the market - Payment reform
	Social prescribing <ul style="list-style-type: none"> - Support Primary Care Networks to grow and develop Social Prescribing, and to embed holistic and collaborative approaches alongside the voluntary sector, and communities - Support the Social Prescribing Link Worker workforce with training and practical support - Work on data collection and evaluation to evidence impact and community gaps identification - Deliver Youth social prescribing pilots in schools and colleges
	GM Resilience : (a) implementing the recommendations as outlined in the GMCA response to flood risk report 10/9/21 and (b) MOU with EA and UU.
	Business support
	A better service for victims of crime measured against the Victims Survey
	Digitisation of Victims Services
	Increase the diversity of the police and fire service at all levels
	Implement the Fire Service Sustainability Plan to respond to climate emergency
Tackle gender-based violence and abuse in all its forms	

Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	Integrate neighbourhood policing, community safety, fire and criminal justice services in neighbourhoods, alongside other key services for people as part of reform ambitions Ensure proportionate use of police powers and increase local scrutiny GM Equality Panels Delivery of priority Bee Network schemes (including Town Centre, Streets for All, Active Travel and Corridor Schemes package within and between our major centres), funded through CRSTS Safer Streets programme – Oldham, whole journey approach to improve confidence and safety Gender Based Violence Strategy Night-time safety welfare schemes to protect people out in the night-time economy Alleviating Barriers & ESOL advice programmes through the AEB LA Grant Programme Development of CYP Plan will include ‘Enriching Lives’ theme to support YP with cultural and leisure activities Accelerated implementation of Unified Services for People / place-based integration Mobilise GM ‘Social Innovation’ Network to learn from and elevate what’s working well for people and communities across GM Brownfield and town centre developments Homelessness Prevention Embedding Digital Inclusion
We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places	Delivery of retrofit skills programme to increase numbers of people qualified within construction industry to create low carbon homes Brownfield and town centre developments Zero carbon new homes Truly affordable new homes, including supported and specialist housing for those who need it Retrofit and adaptation of existing homes to provide safe, warm and affordable homes for all ages GM Digital Decarbonisation Smart Metre Programme Ventura Flood Management Twin Networks Programme

Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy.	Digital Infrastructure Planning Guidance Mapping GM

GM System Wide Priorities

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment	Retrofit building programme
	Retrofit Accelerator
	Social housing retrofit programme
	Public Sector Decarbonisation Programme
	GM Digital Decarbonisation Smart Meter Programme
	Heat Pump Accelerator
	Energy production
	Go Neutral
	Energy Innovation Agency
	Trafford Energy Park
	Zero carbon new homes
	GM Clean Air Plan, including rollout of the £120m funding support across all categories of vehicles.
	Resource efficiency
	Local Levers Phase 2
	Public Sector Plastic Pact and Plastic Free GM
	Waste Recycling/Reduction campaigns
	Refill Scheme
	Net Zero Business Support Programme
	Full system approach to tackling food waste
	Green space
Green Spaces Fund	
Local Nature Recovery Strategy	
IGNITION	

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	Natural Course Green Social Prescribing Tree Planting (City of Trees) Biodiversity Net Gain Offsite Delivery Environment Fund Investment Readiness Pilot Roll-out of EV charging infrastructure, through GM CAP and OZEV taxi EV funding Delivery of the Bee Network, notably bid for funding to upgrade half of bus fleet to EV by 2027 through Bus Service Improvement Plan fund, and through associated transport schemes funded via CRSTS Energy Innovation Agency (LIS) Local Energy Market Programme Clean Growth Mission (LIS) Adult &YP (and business) skills including carbon literacy AEB Local Level 3 qualifications – inclusion of retrofit green skills Retrofit bootcamps and skills delivery GMFRS Low Carbon Plan
We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike	Bee Network delivery via City Region Sustainable Transport Settlement and Bus Services Improvement Plan - Greater Manchester has been allocated £1.07bn. Funding enables significant step towards the Bee Network. As the first city region to take forward plans for bus franchising, integrated with our Metrolink Network and with the largest cycling and walking network in development in the UK. The next critical step is to secure funding through our Bus Services Improvement Plan, required to electrify our bus fleet, increase the frequency and reliability of bus services, stabilise the network and enable affordable bus fares.

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	Plans include developing a digital one-stop-shop with real-time information, travel payment, and customer services for different modes of transport. Transport Innovation Strategy Apprenticeship and unemployed transport offer to encourage public transport use Our Pass, Travel Training GM Road Danger Reduction Plan
We will enable the delivery of world-class smart digital infrastructure	Smart & digital infrastructure programmes Local Full Fibre Network Programme GM One Network procurement, build and migration with 4 localities and prospect to scale. GM Gigabit Voucher Scheme Pilot Advanced Wireless and 5G Strategy Local Energy Market Platform CCTV collaboration / GM Public Space CCTV: Potential for a GM solution to optimise CCTV assets and improve collaboration.
We will realise the opportunities from our world-class growth and innovation assets, driven by our Local Growth Plans / Industrial Strategy to open up opportunities in all parts of the city-region	Innovation Greater Manchester (LIS) Adv Materials & Manufacturing: Greater Manchester Advanced Materials and Manufacturing Alliance, Made Smarter Adoption Programme (LIS) Health Innovation – Health Innovation Manchester and International Partnership for Action on Healthy Ageing (LIS) Transport Innovation prospectus Digital Economy Strategy incl cyber GM Cyber Strategy Digital Innovation Security Hub Launch Embedding Digital Inclusion Local Area Energy Plans Community wealth building: Community Wealth Hub (manifesto), Social Enterprise Action Plan (LIS) International Strategy

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	GM Music Commission Support for and promotion of world class cultural assets (cultural tourism and online through StreamGM) Focus skills capital on supporting growth locations and sectors Mobilise GM 'Social Innovation' Network to learn from and elevate what's working well for people and communities across GM
We will support our businesses to grow sustainably, to become as prosperous as they can be	Business support & investment including Business Productivity, Innovation and Inclusive Growth programme (delivered by GM), CG Angels, MIDAS and Marketing Manchester, Journey to Net Zero (Net Zero Business Support Programme) GM Digital Business Support: Business support through the Growth Company channels and vehicles including: The Digital Innovation Programme; Made Smarter; Digital and Technology Theme Support; ESF Skills Support for the Workforce; and through the efforts of Digital Account Managers in each LA area. Extending the international presence of GM Digital and attracting inward investment via key events Retrofit Accelerator Skills for Growth ESF Programme Enterprising You Working with Employer representative bodies to develop GM Local Skills Improvement Plan Foundational Economy Programme (LIS) GMCA Investment Funds (Life Sciences, Low Carbon, Social Enterprise Investment Framework) Community Renewal Fund activity, economy theme (TBS) Creative Improvement Districts Retail crime collaboration Bee Network programme
We will support the creation of better jobs and good	The expansion of the GM Good Emp Charter Retrofit Accelerator GM's Real Living Wage City Region campaign

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.	Self-employed support (including Enterprising You) Working Well programmes GM Community wealth Hub Social Enterprise Action Plan (LIS) Bee Network programme Entrepreneurial activity (post covid changes): GC Angels, Fund Her North GM Inward Investment (International Strategy) Foundational Economy Programme GM Social Value Framework Creative Workforce Plan and Freelancers' Charter GMACS: Business opportunities Skills for Growth (incl digital/technical) Apprenticeships and technical education employer engagement GM Digital Curriculum GM Digital Talent Pipeline GM Age Friendly Employer Toolkit GM ESF NEETs and Youth Employment programmes GM Future Workforce Fund (Prince's Trust) / Fast Track Digital Workforce Fund Through delivering GM's Integrated Rehabilitative Services provision of Education, Training and Employment support for those who are farthest away from employment Ensure a workforce is representative of the communities that we serve at all levels and across all public service organisations
We will ensure businesses are able to access the skills and talent	Employment & Skills Activity Working Well Ageing Hub – Employment & Economy ESF NEET & Youth Unemployment

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't	GM Leadership and Management Programmes Skills for Growth AEB Apprenticeship: Levy match making service GMACs Apprenticeships and technical education development GM Digital Talent Pipeline GM Over 50s Employment Pilot Peer Networks Programme Business Productivity, Innovation and Inclusive Growth Programme Made Smarter Adoption Programme Bee Network programme, enabling easier access to skills and labour
We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills.	GM's Young Person's Guarantee GMACs BridgeGM: Enterprise Advisor Network Traineeship development NEET programmes ESF NEET and Youth Unemployment Care leaver/care experienced focus Schools & College provision EY's/pre-school support/Development School readiness programme – early education focus on improving take up of funded 2 and 3 year old early education offer; GM comms campaign targeting hard to reach communities. Early years hub pilot and development of Early Years workforce academy to ensure high quality early education provision with a highly trained workforce.

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	<p>BeeWell We will work with the University of Manchester and Anna Freud Centre to deliver #BeeWell in secondary schools across the city region from 2021 to 2024.</p> <p>Produce school-level and neighbourhood insights and mobilise coalition of partners to bring about place-based and youth-led change in young people's wellbeing</p> <p>Mentally Healthy Schools Programme</p> <p>Early help / Supporting Families programme</p> <p>GM Safeguarding Alliance Communities of Practice</p> <p>Serious Violence reduction programme – supporting young people who are at greatest risk of becoming involved in the criminal justice system and working to reduce young people being victims / being exploited.</p> <p>No Child Goes Hungry</p> <p>Gender Based Violence strategy</p> <p>Early Years Integrated Care Record / GM Early Years Roll-Out: This project will aim to deliver the Early Years Application across all 10 GM localities. The application enables parents and practitioners to access children development records online.</p> <p>GM Early Education: extension of the Early Years Application to be used in early year settings (e.g. nurseries) across GM. The primary purpose of the extension is to allow for the capture of communication needs using established WellComm assessments.</p> <p>Data Acceleration and Supported Families: Data analytics to provide practitioners with a holistic view of the child/family enabling better triaging decisions and supporting a better understanding of risk and protective factors.</p> <p>GM Future Workforce Fund (Prince's Trust)</p> <p>GM ESF NEETs and Youth Employment Programmes</p> <p>Our Pass - a UK first. Now in its third year, it is aimed at GM's GCSE leavers, 16-18 and care leavers (aged 18-21). More than 100,000 cards have been issued. Since launch in September 2019, members have made more than 18 million journeys.</p>

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online	NW Cyber Resilience Centre
	Digital Inclusion Action Network and Agenda for Change
	GM Digital Inclusion Taskforce
	Working Well
	Digital Bootcamps
	AEB Digital L2 entitlement
	Digital Inclusion Programme through the AEB LA Grant Programme
	Removing barriers programme with LAs
	Reducing the risk of online fraud against older people
	GM Digitally Inclusive Homes Programme
	GM Locality Leads
	Digital Exclusion Risk Index
	GM Digital Technology Fund
	GM Digital Social Value Charter
	Local and Government Engagement
	GM DWP/Talk Talk Pilot:
	DCMS Inclusive Partnership
	Cooperative Commission Innovation Network
	GM Digital Over 75's 3 Year Plan
	Care Leavers Initiative
GM Digital Inclusion Discovery	
GM Digital Embedding Digital Inclusion/GM Digital Inclusion Research/GM Digital Inclusion Analytics/GM Digital Inclusion Literature Review/GM Digital Inclusion System Mapping/GM Digital Inclusion communications.	
GM Digital Inclusion Telcom Panel	

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester	A Bed Every Night service delivery; continued expansion to meet demand, with a focus on move on via pathways including the Rough Sleeper Accommodation Programme
	Progressing towards a coordinated Health system response to homelessness and rough sleeping with a focus of embedding principles of Inclusion Health.
	Greater Manchester Housing Providers ensuring social housing is accessible to people who are homeless and that tenancies are supported to be successful
	Zero carbon new homes
	Care leavers/respite housing
	Care Leavers Initiative: Working with Tel/Cos to establish potential for providing Care Leavers with internet access
	Gender Based Violence strategy
	Truly affordable new homes, including supported and specialist housing for those who need it
	Accelerated implementation of Unified Services for People / place-based integration
	Retrofit Accelerator/Retrofit and adaptation of existing homes to provide safe, warm and affordable homes for all ages
	Social Housing Decarbonisation Programme
	Homelessness Prevention
	We will tackle food and fuel poverty experienced by Greater Manchester residents
Food Security Action Network	
Older peoples top up campaign to increase the rates of people of pensionable age to claim a range of entitlements including pension credit	
Fuel poverty	
Retrofit Accelerator/Retrofit and adaptation of existing homes to provide safe, warm and affordable homes for all ages	
Social Housing Decarbonisation Programme	
Accelerated implementation of Unified Services for People / place-based integration	

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	Mobilise GM ‘Social Innovation’ Network to learn from and elevate what’s working well for people and communities across GM
We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health	<p>Living Well / Social Prescribing We will develop and begin delivery of Live Well: a model for enhanced all-age social prescribing and community wellbeing</p> <ul style="list-style-type: none"> - Scope the Live Well model by understanding community wellbeing assets and gaps in each neighbourhood; - aligning existing resources and investments; identifying resources and investment opportunities; - working in close partnership with localities, VCSE and private sectors; - understanding best practice in GM and beyond; identifying desired outcomes and metrics <p>#BeeWell We will work with the University of Manchester and Anna Freud Centre to deliver #BeeWell in secondary schools across the city region from 2021 to 2024.</p> <p>Produce school-level and neighbourhood insights and mobilise coalition of partners to bring about place-based and youth-led change in young people’s wellbeing</p> <p>Working Well</p> <p>Marmot – where not covered elsewhere</p> <ul style="list-style-type: none"> - Marmot principles and independent inequalities commission recommendations to guide the development of the Strategic Plan for the GM Health and Social Care Partnership <p>GM Moving</p> <ul style="list-style-type: none"> - Culture Change ‘Everyday moving our commitment’ - Whole System Integration - People, Families and Communities - Inclusive Participation and Access - Active Places <p>Green Spaces Fund</p>

GMS Commitment	Programmes of activity in progress/being developed that will play a <u>significant/important</u> role in attainment of the Commitment (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.)
	Green Social Prescribing
	A Social Glue
	Natural environment - Primary Care sustainability programme as described in previous NHS planning rounds.
	Integrated Health & care system - Development of the Strategic Plan for the Greater Manchester Health and Social Care Partnership - Development of a refreshed, whole system mental health strategy.
	Innovation Partnership for Healthy Ageing Pipeline (LIS)
	Accelerated implementation of Unified Services for People / place-based integration
	Mobilise GM 'Social Innovation' Network to learn from and elevate what's working well for people and communities across GM
	Drugs and alcohol commissioning
	Bee Network – including Streets for All, and affordable Public Transport travel, improved cycling and walking infrastructure
	GM Digital Inclusion Agenda for Change
	GM Digital Embedding Digital Inclusion

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Greater Manchester Combined Authority

Date: 17 December 2021

Subject: Integrated Rail Plan for the North and the Midlands

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

Purpose of Report

This is a report for information to update Members on the content of the Integrated Rail Plan for the North and the Midlands ('the IRP').

Recommendations:

The GMCA is requested to:

1. Note and comment on the content of the IRP in respect of its implications for Greater Manchester.

Contact Officers

Eamonn Boylan, Chief Executive Officer GMCA & TfGM

Eamonn.boylan@greatermanchester-ca.gov.uk

Simon Warburton, Transport Strategy Director, TfGM

Simon.warburton@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

There are no direct implications of this report, which is for information.

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

N/A

Background Papers

[Report to the GMCA 10 September 2021 'HS2 and Northern Powerhouse Rail'](#)

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

Friday 10th December 2021

Overview and Scrutiny Committee

N/A

1. Introduction

- 1.1 On Thursday 18 November the Government published the Integrated Rail Plan for the North and Midlands (IRP), setting out a blueprint for the development of the strategic rail network in the North and the Midlands over the next 30 years.
- 1.2 The full plan can be found here: [Integrated Rail Plan for the North and Midlands \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/103111/integrated-rail-plan-for-the-north-and-midlands.pdf)
- 1.3 This report sets out the IRP's headlines for Greater Manchester. At Appendix A, a map extracted from the IRP illustrates the post-IRP network consisting of new lines and upgrades to existing lines. At Appendix B, a table summarises the key content of the IRP for Greater Manchester against Greater Manchester's preferred position.

2. Headlines

- 2.1 The IRP confirms the delivery of HS2 Phase 2b, from Crewe to Manchester (the 'Western Leg'), with new high speed rail stations at Piccadilly and – subject to "local" or "third party" funding - at the Airport. The High Speed Rail (Crewe to Manchester) Bill was announced in the Queens Speech in May 2021, and is now expected to be deposited in early 2022. GM Partners continue to develop the Growth Strategies at Piccadilly, Manchester Airport, Wigan and Stockport to maximise benefits of HS2 in Greater Manchester.
- 2.2 Regarding the approach to the new high speed station at Piccadilly, the IRP explains that the Government "continues to consider that an enlarged (6-platform) surface station can meet [the requirements for services provided by HS2 and Northern Powerhouse Rail] at substantially lower cost and construction impact than underground alternatives.
- 2.3 Greater Manchester continues to regard an underground station as the right solution on the basis of capacity for future high speed services, future economic growth, customer experience, resilience and reliability, and fit with local strategic regeneration and other policy priorities. While capital costs would be higher, GM's position is that these would be mitigated by a greater return on investment over the whole life of the infrastructure, including through local economic benefits accrued by way of greater opportunities to leverage regeneration and inward investment with an underground option.
- 2.4 In addition, the IRP contains significant new uncertainty over timescales and indicates that the Western Leg to Manchester may not be delivered until the early-to-mid 2040s, significantly behind the previously-expected timeframe: the HS2 Phase 2 Business Case set a 2033 completion date; the National Infrastructure Commission's 'Rail Needs Assessment' described a completion date of 2038. Further information is being requested from the Department for Transport regarding these timescales.

- 2.5 The IRP includes the Golborne Link, the infrastructure which would enable HS2 services to carry on to Wigan via the West Coast Mainline. However, the IRP notes that the [Union Connectivity Review](#) will consider whether any alternative approaches to the link to the West Coast Main Line could achieve faster and higher capacity connections for passengers from HS2 to Scotland.
- 2.6 The Union Connectivity Review was published on Friday 26th November and recommends that further work is carried out to explore an alternative connection to the WCML, for example at some point south of Preston, saving 2-3 minutes more than the Golborne link. Such a proposal could bypass Wigan.
- 2.7 The IRP also provides for a new line between Warrington and Manchester, which would connect with the HS2 line via the Airport and into Manchester and provide connectivity through ‘Northern Powerhouse Rail’ between Liverpool and Yorkshire. According to the IRP this new line could be delivered by the early-to-mid 2040s.
- 2.8 Between Manchester and Leeds a new line will be delivered connecting the high speed station at Piccadilly to the existing Transpennine Route near to Marsden. According to the IRP this new line could be delivered in the early-to mid-2040s. An upgrade of that Transpennine Route was already in planning pre-IRP (the ‘Transpennine Route Upgrade’) and the IRP further-enhances the scope of the TRU. However, Transport for the North’s preferred network for Northern Powerhouse Rail (NPR), with a new high speed line between Manchester and Leeds via a new city centre station in Bradford, is omitted.
- 2.9 Therefore, while the IRP sets out a long-term prospectus for investment into Greater Manchester’s railway, the pre-IRP plan for HS2 and NPR envisaged a new, segregated, high speed rail network across the North and the Midlands in which connectivity between Manchester, Leeds, Liverpool, Bradford, Sheffield and beyond would be dramatically improved; a level of connectivity which would generate significant additional economic and other benefits across the whole network, including for Greater Manchester. The downgrading of this plan in the IRP therefore represents a missed opportunity for the whole of the North. This is exacerbated in the Union Connectivity Review, which highlights 6 ‘Fast growth cities’ – Swindon, Oxford, Milton Keynes, Cambridge, Peterborough and Norwich – all of them in the south east of the Union.
- 2.10 Finally, IRP also signals a change in the role of Transport for the North (TfN) in the future development of NPR, with TfN being reclassified as a “co-sponsor” for the programme. TfN has previously had co-client status; however, the Secretary of State for Transport will be the sole client going forwards, supported by a central delivery mechanism comprising Network Rail, HS2 Ltd and other parties as determined.
- 2.11 The IRP was the subject of significant discussion at the meeting of the TfN Board on Wednesday 24 November. At that meeting, TfN officials advised that no evidence had been published or shared with TfN on the analysis behind

the IRP. Following the meeting, TfN northern partners agreed to work collaboratively to restate the case for NPR and to promote partnership working with Government to explore innovative funding models to support the investment. TfGM will now engage with TfN and northern transport authorities to progress this work.

3. Summary by Route

HS2 Phase 2b Western Leg

- 3.1 The Western Leg of HS2 between Crewe and Manchester will be delivered in full, with new high speed stations at Manchester Piccadilly and, subject to final agreement of a local funding contribution, at Manchester Airport.
- 3.2 Government is 'minded to consider' that a surface station at Manchester Piccadilly, integrating HS2 and NPR, should be retained in the Phase 2b Western Leg hybrid Bill design.
- 3.3 The Golborne link, which would enable HS2 services to serve Wigan via the West Coast Mainline, remains in scope. However, the Union Connectivity Review concluded that emerging evidence suggests that an alternative connection to the WCML, for example at some point south of Preston, could offer more benefits and an opportunity to reduce journey times by two to three minutes more than the 'Golborne Link'. The Union Connectivity Review recommends that more work is required to better understand the case for and against such options.

Northern Powerhouse Rail: Liverpool to Manchester

- 3.4 A new line will be delivered between Warrington and HS2 near to Manchester Airport, and an upgraded electrified line is proposed to run past Fiddlers Ferry to Liverpool.

Northern Powerhouse Rail: Manchester to Leeds

- 3.5 Between Manchester and Leeds a new line will be delivered connecting the new high speed station at Piccadilly to the existing Transpennine Route near to Marsden.
- 3.6 The IRP describes this as 'delivering NPR between Manchester and Leeds', but this falls far short of Transport for the North's preferred route of a new high speed line all the way to Leeds with a new station serving the centre of Bradford.

Northern Powerhouse Rail: Manchester to Sheffield

- 3.7 Work to improve the Hope Valley line is already underway, including line speed and capacity improvements. These works could help to facilitate a possible future third fast Sheffield to Manchester service each hour, which is a significant reduction in the 4 services an hour proposed in the TfN work.

Transpennine Route Upgrade (TRU)

- 3.8 TRU is already in advanced stages of planning and the IRP further enhances the scope of the upgrade to include full electrification of the whole route, digital signalling throughout, significantly longer sections of three and four-tracking, and gauge upgrades to allow intermodal container freight services. The IRP states that the TRU now becomes the first phase of Northern Powerhouse Rail (see paragraphs 3.5 and 3.6).

HS2 Phase 2b Eastern Leg

- 3.9 The Eastern Leg of HS2 between East Midlands and Leeds as previously planned (a fully segregated new high speed rail line between Birmingham and Leeds via East Midlands Hub at Toton) has been removed from the HS2 network, and is not included in the IRP.
- 3.10 Instead, the IRP includes a new high speed line from the West Midlands to East Midlands Parkway, along with electrification of the Midland Main Line to Leicester, Nottingham and Sheffield via Derby, and investment on the East Coast Main Line from London to Leeds and the North East.
- 3.11 The IRP also makes reference to £100m of funding to start work on a 'West Yorkshire Mass Transit System' and look at options on how to take HS2 trains to Leeds.

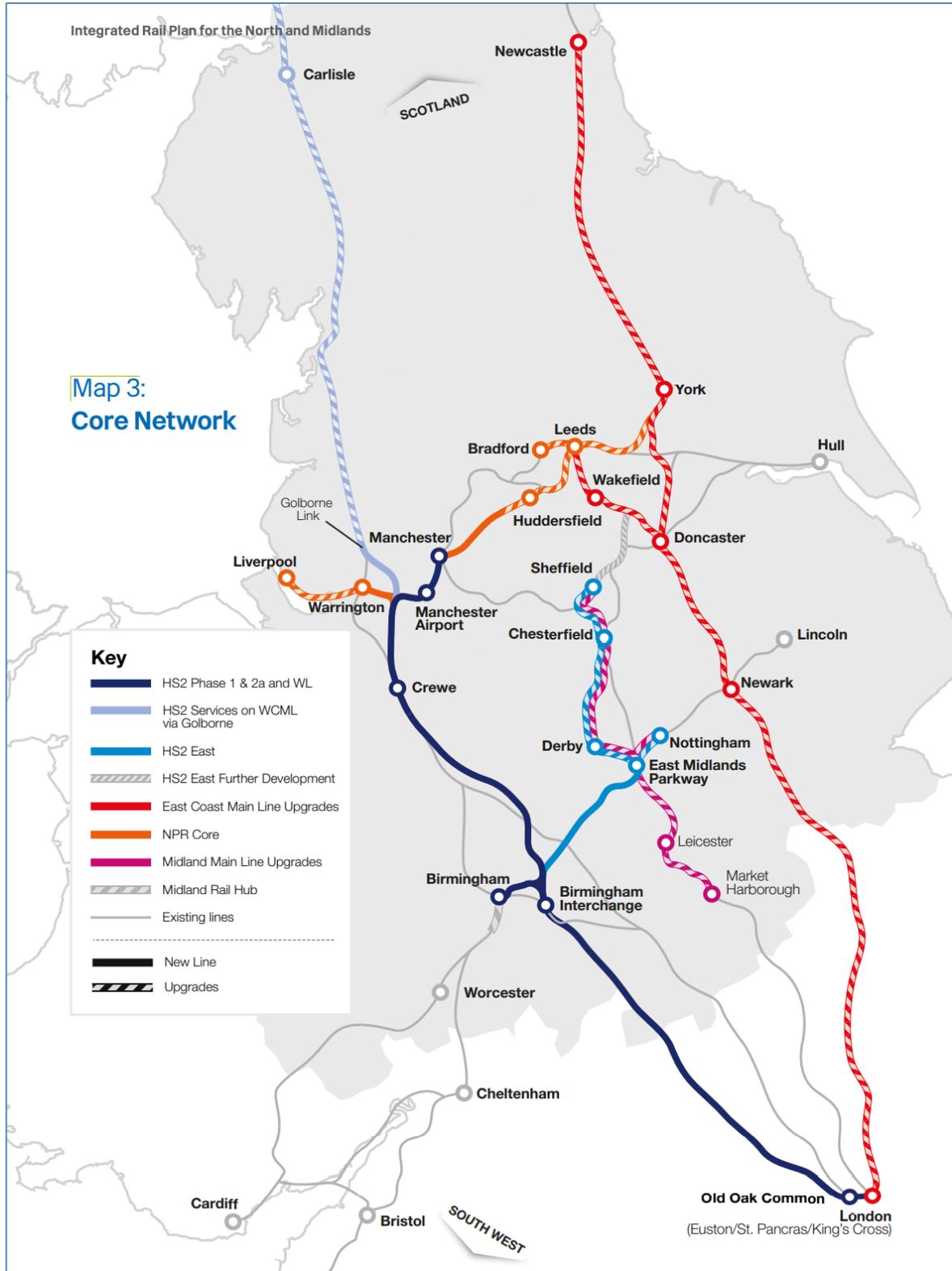
Programme

- 3.12 The IRP has raised significant new concerns about timing, disruption and ability to deliver the proposed programme of work.
- 3.13 With new lines, namely the Crewe to Manchester leg of HS2 and the Liverpool to Manchester Northern Powerhouse Rail connection, potentially not being delivered until the early-to-mid 2040s, there is a concern that the benefits of the new, segregated elements of the post-IRP network – vital for creating capacity and resilience across the railway – will not be realised for 20+ years. Given delay and uncertainty created by the creation of the IRP and the time taken for it to be published, it is particularly important that clarity is provided on the fastest-possible timeline to deliver the benefits of the plan to the North.

- 3.14 It is also unclear what assessment has been made of the disruption caused to services running on the 'classic' rail network by the extensive upgrades to existing lines proposed in the IRP. It is inevitable that disruption to passengers will be greater under the IRP than under previous plans given the shift in balance away from building new segregated lines and towards upgrading existing ones.
- 3.15 Finally, while the IRP represents a scaled-down network on that which was originally envisaged, it nevertheless represents a major programme of work taking place over a 30-year period. The 2020 Oakervee Review of HS2 set out concerns that Government needed to demonstrate a clearer approach to programme management for that particular project and recommended that "the DfT should set out its plan for improving how it functions as a sponsor, client, funder and shareholder including how it will improve its internal expertise in a number of key areas". Clarity is required on how Government is preparing to build the necessary capacity, systems and processes to ensure that the work described in the IRP is delivered without any further delay.

APPENDIX A

IRP CORE NETWORK MAP



APPENDIX B

SUMMARY TABLE OF KEY ISSUES FOR GM

Route/Leg		GM Position		Integrated Rail Plan
HS2	Western Leg to Manchester	Western Leg from Crewe to Manchester delivered in full.		Western Leg between Crewe and Manchester delivered in full.
	Piccadilly High Speed Station	A new underground through station at Piccadilly		Government 'minded to consider' that a surface station, integrating HS2 and NPR, should be retained in the Phase 2b Western Leg hybrid Bill design, on grounds of cost, construction safety and programme implications to the delivery-into-service date of HS2 to Manchester.
	Airport High Speed Station	A new high speed station at Manchester airport		Delivered, subject to third party funding. The commercial case for a contribution from is significantly undermined without an NPR connection to Bradford.
	Golborne Link	HS2 link to the West Coast Mainline near to Wigan delivered in HS2 Phase 2b.		The Golborne link remains in scope, but the Union Connectivity Review recommends that further work is required to better understand the case for and against alternatives. Also see below: Golborne Station
	Eastern Leg	Delivery of the Eastern Leg in full		Not delivered in full. A new high speed line from the West Midlands to East Midlands Parkway, electrification of the Midland Main Line to Leicester, Nottingham and Sheffield via Derby, and further investment on the East Coast Main Line (ECML) from London to Leeds and the North East.
NPR	Liverpool to Manchester	All new line (via Warrington)		Not delivered in full. IPR will deliver new line between Warrington and HS2 near to Manchester Airport. Electrification and upgrade the Fiddlers Ferry route to Liverpool.
	Manchester to Leeds	All new line (via Bradford)		Not delivered in full and no new station for Bradford. IPR will deliver new line between Manchester Piccadilly and Marsden where it will connect to the Transpennine Route.
	Manchester to Sheffield	TfN Preference Major upgrades via Stockport and Marple	GM Preference Major upgrades via Stockport only (to protect strategic importance of Stockport and support tram train to Marple)	Upgrade of the Hope Valley route, including capacity and line speed improvements, and route electrification. Marple connector not ruled out, but high cost and conflict with GM ambitions for tram train highlighted. Capacity issue in south Manchester recognised but no solution put forward.
Transpennine Route Upgrade		Electrification of the route in full. Mossley and Greenfield stations must be upgraded, including step free access.		Delivered in full. Electrification of the whole route, digital signalling throughout, significantly longer sections of three and four-tracking, and gauge upgrades to allow intermodal container freight services. This will now form the first phase of NPR.
Existing Network & Future GM Plans	Castlefield Corridor	Delivery of the Northern Hub 'Package C' including improvements at Oxford Road and new Platforms 15 and 16 at Manchester Piccadilly.		Reference made to the options being developed to improve capacity in central Manchester by the Manchester Recovery Task Force, but no further commitments.
	Victoria	Capacity improvements to accommodate additional services and alleviate pressure on the Castlefield Corridor.		
	South Manchester	Significant capacity improvements required on the line to Stockport		Capacity issue in south Manchester recognised but no solution put forward.
	Golborne Station	A new station on the WCML at Golborne		Golborne link retained, subject to exploration of alternatives. Cancellation of the link would require additional intercity services to use the WCML, making it difficult for local services to stop at a new station at Golborne.
	Tram Train	Pathfinder pilots along a number of existing rail lines across GM		IRP proposals unlikely to have any impact on our Tram-Train proposals. IRP proposal for Manchester to Sheffield NPR supports proposals for future tram-train to Marple.

Greater Manchester Combined Authority

Date: 17 December 2021

Subject: GMCA Response to the Public Consultation on December 2022 Timetable Option to Improve Rail Performance in the North of England

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 proposed approach in response to the consultation into the Timetable Options to Improve Rail Performance in the North of England and recommend next steps in line with this.

Recommendations:

The GMCA is requested to:

1. Note the content of this report.
2. Delegate authority 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.

Contact Officers

Simon Elliott, Head of Rail Programme Simon.Elliott@tfgm.com

Samuel Sayer, Rail Programme Officer Samuel.Sayer@tfgm.com

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

The consultation affects all areas of Greater Manchester served by rail, including areas of economic deprivation. The premise of option B+ under the consultation are to change services in order to improve performance leading to higher passenger trust and rail patronage in all areas served by rail in Greater Manchester. The net impact of which is predicted to be an increase in rail patronage, and a reduction in car usage for journeys which could reasonably be made by rail will also have an overall environmental impact that is expected to be positive.

Risk Management

N/A.

Legal Considerations

N/A.

Financial Consequences – Revenue

No direct consequences for GMCA, although an increase in the reliability of the railway and predicted patronage increase associated with this would be an economic gain for the region.

Financial Consequences – Capital

N/A.

Number of attachments to the report:

N/A.

Comments/recommendations from Overview & Scrutiny Committee

N/A.

Background Papers

- GMCA Approach to Original Public Consultation, approved by the GMCA on 12 February 2021: [Approach to the GMCA Response to the Consultation into the Timetable Options to Improve Rail Performance in the North of England \(greatermanchester-ca.gov.uk\)](#)
- Information about the consultation is also available via the DfT's Website: [High performing rail timetable announced for Manchester - GOV.UK \(www.gov.uk\)](#)
- The government's response to a full public consultation carried out earlier in 2021: [Manchester Recovery Task Force public consultation: government response](#)
- The consultation is hosted on Northern Rail and TPE's websites at: [Manchester Recovery Task Force | TransPennine Express \(tpexpress.co.uk\)](#)
[December 2022 timetable | Northern \(northernrailway.co.uk\)](#)
- GM Dec 2022 MRTF timetable B+ Local Authority Impacts Assessment Summary included as an Appendix to this report.

Tracking/ Process

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

No

Exemption from call in

No.

GM Transport Committee

N/A.

Overview and Scrutiny Committee

N/A.

1. Introduction

- 1.1. The Manchester Recovery Taskforce (MRTF) was set up in January 2020 to develop and deliver solutions that improve the reliability of rail services for passengers. The MRTF was attended by a range of organisations, including the Department for Transport, Transport for the North (TfN), Network Rail, train operators and Transport for Greater Manchester amongst others. The objective for the MRTF was to recast the rail timetable to address some of the structural issues around the pre-Covid timetable and provide reliable performance to passengers while different infrastructure solutions, with longer lead times, were planned, and delivered
- 1.2. Earlier this year, the Department for Transport, TfN and Network Rail sought views of the public and stakeholders on rail timetabling work that had been undertaken during 2020 by the MRTF; this consultation ran from 14 January to 10 March.
- 1.3. The views expressed in the consultation feedback, including and in particular by GMCA and GM Local Authorities, were considered by the MRTF and led to a revised recommended timetable structure being developed for implementation in December 2022. The revised option, Option B+, was endorsed by the Rail North Committee in exchange for a clear plan on future infrastructure delivery and closer partnership working with city regions and TfN.
- 1.4. Since that activity, Northern and TransPennine Express have produced indicative timetables based on Option B+, which were published on 15 November. These timetables, which will be introduced in December 2022, are now subject to consultation.
- 1.5. The formal consultation on these timetables will end on 31 December 2021.

2. Feedback on the First Consultation

- 2.1. Overall, GM supported the aims of MRTF work to improve train performance, maintain service levels and capacity for as many passengers as possible, and create a timetable based on sound principles from which it will be possible to build improvements as infrastructure investment becomes available. However, based on the options presented, GM did not state a preferred option as all the options presented did not give a service pattern that meets GM's needs adequately. In all options, there were unacceptable compromises either to capacity, frequency, or connectivity, with a clear imbalance of impact on some of the Local Authorities.
- 2.2. The option which would benefit most routes in and out of Manchester was Option C and, GM proposed this could be adapted and merged with the Liverpool to Manchester Airport connectivity in Option B to accommodate the areas of most significant concern, namely the Wigan fast (calling at Golborne once open), Atherton line and Hazel Grove provision.
- 2.3. GM's response also made it clear that the consultation should have come alongside a clear, funded and committed remit of infrastructure delivery with clear timelines. This would have enabled stakeholders to be confident that any compromise timetable option implemented in Dec 2022 would be short-term with a clear end date.

3. Timetable Proposals

- 3.1. As detailed above, MRTF has recommended a revised option, Option B+, which it has developed based on an enhanced version of Option B. This option retains the direct Manchester Airport connectivity for Liverpool, Chester and North Wales. However, a number of GM's recommendations have not been taken forward. The following were requested in the GM response to the January 2021 consultation, with the second column showing what is now proposed:

Stage 1 consultation request	B+ proposal
Littleborough increased service level to 3 Trains per Hour (tph) all day	Peak only 3tph
Option C Wigan North Western to Hazel Grove service provided all day, this future proofing for the opening of Golborne station	3 trains (1tph) provided in each of AM and PM peaks from Wigan NW to Man Victoria, not all day
Crewe line possibility of switching the Option C Piccadilly-Airport-Crewe 2tph and Piccadilly-Stockport-Alderley Edge 2tph to having 1tph covering each of Piccadilly-Airport-Crewe, Piccadilly-Airport-Alderley Edge, Piccadilly-Stockport-Crewe and Piccadilly Stockport-Alderley Edge	Status quo preserved
Styal line extra 1tph calls at each of Heald Green and Gatley	Delivered as requested
Extra calls placed on semi-fast services on CLC line at Flixton	Not delivered
Option C Liverpool-Chat Moss-Manchester Oxford Road service extended onto Manchester Airport as operated in Dec 2019	Delivered as requested
Option C peak extra Southport-Atherton line-Manchester Oxford Road provided all day, and if possible extended to Manchester Airport, with this being replaced on the Westhoughton line by a Wigan Wallgate to Stalybridge service	All day Southport-Oxford Rd provided, but running via Bolton and not via Atherton
Option C semi-fast train calls at Buckshaw Parkway and Chorley extended to include Horwich Parkway all day	Partly delivered - peak extras at Horwich, not off-peak

3.2. Therefore, the following concerns and adverse impacts of the timetable remain and are detailed below:

- **Wigan is only proposed to retain a peak period fast service to Manchester** (Victoria) via the Chat Moss route (and thus only a peak period service could call at a new Golborne stations). However, the industry summary to the first stage consultation has stated that there are ways in which the timetable structure of Option B+ can be amended to serve the new station planned for Golborne, with this peak period service extended to running all day
- **Wigan loses all links beyond Manchester Oxford Road**, with the only south side of city service provided by a Southport-Wigan-Bolton-Manchester Oxford Road service.
- **Horwich Parkway has a service reduction to 2 trains per hour (tph) in the off peak**, but in the peaks a 3tph was able to be achieved.
- Intermediate stations between **Bolton and Salford Crescent (Kearsley, Farnworth and Moses Gate)** have not had the Option C proposal for 2tph all-day implemented, but a regular interval 2tph peak service has been achieved at Farnworth.
- **Enhanced frequencies in the peaks at Calder Valley/Rochdale line stations have only been partially addressed**, with Littleborough alone seeing a 3tph service in the peaks.
- **Greenfield and Mossley stations have not had an all-day 2tph** provided as proposed in both Option B and C, and as supported by GM. Instead, an 2tph peak service is provided in the morning peak and from 16:00 to the end of service, with off peak hours remaining at only 1tph.
- **Hadfield and Glossop do not see a restoration of their 3tph peak service level**, rather remaining at a 2tph service all day.
- **Hazel Grove does gain a 3tph peak service, dropping to 2tph off peak.** However the GM proposal to run the 3rd train across Manchester to provide cross Manchester links towards the north of the city has not been provided, nor has the 3tph service been provided all day as requested.
- **Rose Hill Marple and the Hyde Loop receive a 1.5tph service in the off-peak** period, reduced from 2tph all day pre COVID
- **Stockport has lost its cross Manchester links towards Bolton** as proposed in Option C, which would have been retained in Option B. It has also lost its' direct links to Manchester Airport, instead gaining a 2nd tph towards Warrington and Liverpool.
- **The Warrington central line (the "CLC") has not gained an hourly all stations service** between Warrington and Manchester Oxford Road, thereby leaving the smaller GM stations as Glazebrook, Chassen Road, Humprey Park and Trafford Park with an alternate hour service in the off-peak, as well as a reduced PM peak offering compared to that proposed in Options B & C. However, semi-fast calls at Irlam and Urmston have been achieved in the off-peak. Extra calls at Flixton as requested have not been provided.
- **Manchester Airport direct links to Sheffield has been removed** (except at very start and end of the day) and a reduced frequency towards Leeds but has retained an hourly link with Liverpool (via Chat Moss).

4. GMCA Approach to Consultation

- 4.1. In addition to highlighting impacts of Option B+ on GM, it is intended to make the following key points in the response.
- 4.2. That we must learn the lessons of the failure of the May 2018 timetable, with much closer working permitted between TfGM and the Train Operators, Network Rail and Rail North Partnership. As part of the Timetable Consultation TfGM will continue to support Local Authorities with individual responses. TfGM has undertaken a detailed assessment of the impacts of the proposed timetables district-by-district and has issued this to Local Authority Lead Officers to help shape their individual responses. TfGM officers will continue to help support their submissions.
- 4.3. That a first step to improve rail performance and rebuild passenger trust should be 'making best use of what is available now' providing longer, higher capacity vehicles with simpler service patterns to improve reliability and punctuality.
- 4.4. That any changes to the timetable must be part of a wider Covid-19 recovery plan for the railway which helps encourage people back to the railway post-pandemic to support Greater Manchester's social, economic and environmental objectives.
- 4.5. Further to the above, that the Sunday service provision needs to be substantially enhanced to reflect that the leisure market has recovered most strongly as we emerge from Covid-19, and move closer to the service levels envisaged in the original 2016 franchise plans for Northern.
- 4.6. That the long-term solution to improving the reliability and resilience of rail services across the north is to deliver infrastructure enhancements in central Manchester at the earliest opportunity.

5. Recommendations

- 5.1. The consultation closes on 31st December, and it is recommended the GMCA:
 - Note the content of this report.
 - Delegate authority 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.

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

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Greater Manchester Combined Authority

Date: 17th December 2021

Subject: Youth Homelessness Prevention Pathfinder

Report of: 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 provides an update on the Youth Homelessness Prevention Pathfinder (2021) and plans for a Youth Homelessness Prevention Social Outcomes Contract (2022-24), and seeks the necessary decisions required to do so, as recommended.

Recommendations:

The GMCA is requested to:

1. Note the update in relation to the Youth Homelessness Prevention Pathfinder 2020/21
2. Delegate contract award to GMCA Treasurer
3. Approve funding for the contract from the Reform Investment Fund (£2.5m) and 2019/20 Business Rates (£2.5m) contribution totalling £5m for years 2022-2024

Contact Officers

Andrew Lightfoot, Deputy Chief Executive, GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

Results of the Sustainability Decision Support Tool:

Impacts Questionnaire							
Impact Indicator	Result	Justification/Mitigation					
Equality and Inclusion	G	The Service will support the prevention of homelessness, which impacts disproportionately on those with protect characteristics The Service will support the prevention of homelessness, which impacts disproportionately on those with social and economic disadvantaged The Service will enhance the accessibility of Public Services for the cohort					
Health	G	The Service will support the prevention of homelessness, with consideration for improving physical health The Service will support the prevention of homelessness, with focused consideration for improving mental health and wellbeing and long term resilience The Service will support the prevention of homelessness, with consideration for improving physical health and activity The Service will support the prevention of homelessness, with focused consideration for reducing social isolation and long term resilience Access will be provided to additional commissioned mental health services.					
Resilience and Adaptation							
Housing	G	The service will prevent young people from experiencing homelessness (including rough sleeping) and seek to ensure long term resilience against future risks.					
Economy	G	The service will invest in services provided by Voluntary, Community, Faith based organisations, and Social Enterprises. The service will invest in formal education, volunteering, training and skills development for beneficiaries.					
Mobility and Connectivity							
Carbon, Nature and Environment							
Consumption and Production							
Contribution to achieving the GM Carbon Neutral 2038 target							
Further Assessment(s): Equalities Impact Assessment							
	Positive impacts overall, whether long or short term.		Mix of positive and negative impacts. Trade-offs to consider.		Mostly negative, with at least one positive aspect. Trade-offs to consider.		Negative impacts overall.

Risk Management

Risks of service delivery are will be managed through structured contract management, overseen by the Greater Manchester Homelessness Programme Board.

Legal Considerations

The procurement of the service will be subject to legal advice relating to procurement and information governance.

Financial Consequences – Revenue

Revenue investment is guaranteed via the Reform Investment Fund and Local Authority Retained Business Rates 2019/20.

Financial Consequences – Capital

No capital investment is involved.

Number of attachments to the report: 1

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

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

[Date considered at GM Transport Committee if appropriate]

Overview and Scrutiny Committee

[Date considered by the relevant Overview & Scrutiny Committee]

1. Background

- 1.1. A GM Youth Homelessness Prevention programme was envisaged in late 2019 following the Dame Louise Casey review of A Bed Every Night which identified a high proportion of young people (54%) in transient and persistent forms of homelessness and associated risks.
- 1.2. Prior to the Covid-19 crisis work had commenced on a proposition for a GM Homelessness Prevention programme, which would take the form of an outcomes based contract (Social Impact Bond) using funding from the £5m DCMS Life Chances element of the Reform Investment Fund.
- 1.3. It was anticipated that this investment would be matched through local contributions in line with the expectations set out when Government agreed to allocate this funding to the GM Reform Investment Fund. This was later agreed as £2.5m from the 2019/20 retained business rates contributions at the GMCA meeting December 2020.
- 1.4. The GM Youth Homelessness Prevention programme is one of a number of projects part funded by the GM Reform Investment Fund. As a reminder, the GM Reform Investment Fund (RIF) was agreed with Government as part of the fourth Devolution Agreement for Greater Manchester announced alongside Budget 2016. The original ambition for the RIF was to create a vehicle through which different Government funding lines could be brought together into a single GM pot to be invested alongside other local funding in driving system wide reform.
- 1.5. Government agreed to bring together a number of different funding streams under the auspices of the Reform Investment Fund which included an £5m allocation from DCMS's Life Chances Fund in 2018. A condition of this particular pot of funding requires GM to attract match funding and that any projects will operate as a Social Impact Bond /Outcomes Based Contract (backed by social investor) in line with the conditions attached to this funding when it was allocated by Govt.
- 1.6. With the arrival of COVID-19 in early 2020, the GMCA decided to fund a 'Pathfinder' on a fee-for-service basis for 12 months to establish a working model that could be procured as a full social outcomes contract. The Youth Homelessness Prevention Pathfinder ran from December 2020, and will end in December 2021, by which time it will have supported 250 young people at risk of homelessness.

1.7. This paper details the learning and insight from the Pathfinder that will be used to inform the longer term social outcomes contract, and the proposed specification, structure and budget for this.

2. Strategic context

2.1. The Greater Manchester Homelessness Prevention Strategy (2021-25) sets out the ambition to prevent youth homelessness is through a targeted approach to young people who can be identified as 'at risk'.

2.2. This programme is a part of realising that ambition. It will drive investment into local organisations and assets to support the infrastructure that makes preventing homelessness possible.

2.3. The primary focus of the project will be to support young people aged 18-25 years old. The service does not target children or care leavers due to the significant statutory responsibilities of Local Authorities to these young people. The duties and support owed for those who are care leavers, or Former Relevant Children, such as the GM Care Leaver's Guarantee will continue to make up the approach for these young people.

2.4. There may be a small group of care leavers and Former Relevant Children for whom the Pathfinder is the more appropriate support pathway, and this will always be considered on a case by case basis.

2.5. Through engagement with Local Authorities and other organisations working with under 18s and care leavers, the project will seek to identify learning that can be applied through statutory services to best prevent homelessness for all young people and through key transition points.

2.6. The service will complement the crisis and emergency based interventions available through A Bed Every Night, Housing First and Statutory responses to homelessness for young people. It is intended to reduce demand at a crisis and emergency stage, and increase the long term resilience of young people to avoid homelessness.

3. Pathfinder reflections

3.1. The Pathfinder has been delivered as a partnership between GMCA, Greater Manchester Better Outcomes Partnerships (GMBOP), a special purpose vehicle established by Bridges, and DePaul UK. The service has worked with 250 young people at risk of homelessness across three boroughs; the City of Manchester, Salford and Bolton.

3.2. The Pathfinder has had two principal objectives:

1. Provide support to young people identified as being at high risk of becoming homeless, helping them secure and sustain suitable, safe accommodation, engage in meaningful activities, and improve their overall wellbeing.
2. Build a detailed understanding of the circumstances of the young people accessing the service, the systemic barriers they face, and the intervention approaches needed to support them to feed into the design of a future service.

3.3. The Pathfinder has shown the central operating model to be highly effective, preventing homelessness for 84% of the cohort¹ and diverting demand from Local Authority Housing Options teams when referral pathways mature to targeted community based interventions.

3.4. Key lessons learned:

- Identified key support needs contributing to accommodation insecurity; mental health, finances and money management, relationships and support networks.
- Understanding of demand, appropriate pathways to enable prevention and 'what works' for young people.
- Building an understanding of local ecosystems, community assets and viable delivery partners, with particular regard to Voluntary, Community, Faith and Social Enterprise (VCSFE) sector organisations
- Testing out and supporting the development of social outcomes requirements.

¹ 39% resolved imminent homelessness risk and 45% sustained accommodation against homelessness risk

4. Social Outcomes Contract

4.1. The specification (Appendix 1) details the social outcomes included within the Rate Card, key requirements of scale and delivery, and expectations of the Provider.

4.2. Rate Card outcomes payments relate to achievement of:

- Delivery of personalised support plan
- Follow up support plans (x3) within 12 months
- Homelessness prevention via suitable accommodation maintained (or) new accommodation secured
- 6 months accommodation sustainment
- Self-determined personal outcomes (x3)

4.3. The delivery period will run from January 2022 – December 2024, achieving positive outcomes for 1,500 young people, with a maximum value of £4.85million.

4.4. The model should provide a person-centred case management service, which is integrated into the Local Housing Options statutory homeless prevention offer as well as reaching further ‘upstream’ to prevent the need for a statutory response.

4.5. The service should be delivered as a partnership across Greater Manchester bringing multiple partners together and sharing expertise.

4.6. The Provider will be required to wholeheartedly and willingly engage with the GMCA and its constituent local authorities, public services and community and voluntary sector and work with the GMCA in the spirit of true partnership.

4.7. Investment in community infrastructure, such as that provided through VSCFE, is highlighted as a key requirement in the delivery of the service. The successful Provider will seek to engage and contract such partners to ensure investment in local community infrastructure.

4.8. The Provider has been selected through a procurement process, involving Prior Information Notice and Selection Questionnaire. The investment and lead Provider is GM Better Outcomes Partnership funded through Bridges Social Outcomes Partnership.

5. Funding and budget breakdown

5.1. The £5m project will be funded through a £2.5m contribution from the GM Reform Investment Fund matched by £2.5m from 2019/20 retained business rates which was previously agreed.

5.2. This is in separate to the £663k that it was previously agreed by Leaders should be released from the Reform Investment Fund to launch the Youth Homelessness Pathfinder project in response to the impact of Covid and which has informed the design of the larger 3 year outcomes based contract.

5.3. Expenditure of £5m total cost:

Activity	Lead provider	Expenditure 2022-24
Programme delivery based on outcomes	GM Better Outcomes Partnership – pending formal contract award	£4,850,000
Programme monitoring, assurance and outcomes processing	Greater Manchester Combined Authority	£150,000

5.4. Working capital of at least £1,500,000 will be provided by GM Better Outcomes Partnership.

Youth Homelessness Prevention Social Impact Bond – Greater Manchester

1. Background

The purpose of this specification is to set out clearly how the service is to be provided to support the prevention of Youth Homelessness, funded through the GM Reform Investment Fund (RIF) and Greater Manchester Local Authorities using a Social Impact Bond (SIB) contract.

The GM Reform Investment Fund was agreed with government as part of the fourth devolution agreement in 2016. Its purpose is to bring together funding to provide GM with greater flexibility to invest in and support innovative approaches to the transformation of public services. Included within the initial funding from central government was an allocation of £5m from the Department for Digital, Culture, Media and Sport (DCMS) Life Chances Fund (LCF). The inclusion of this funding within the RIF means that GM has autonomy over how this funding is used and is not be expected to operate to the same conditions and processes as other Local Authorities that have bid into the LCF fund. There is however an in principle agreement that:

- GM will pursue an outcomes based contract (ideally through a social impact bond model)
- GM will secure at least match funding for the project
- GM will share learning from any project

At previous Wider Leadership Team (WLT) and Leaders' meetings (GMCA) a number of potential areas for investment were presented with consideration to what extent they meet the following criteria for the RIF:

- Make a tangible difference to Greater Manchester outcomes through investing more in prevention.
- Maximise the opportunity of Greater Manchester level investment aligned to – and informed by – shared priorities
- Maximise and leverage the impact of funding by pooling devolved Central Government budgets and contributions from local commissioners
- Promote reforms that lead to sustainable future models

Proposals to fund a project focussed on Youth Homelessness prevention has received strong support, not least because it marks a shift in GM level programmes seeking to tackle homelessness towards an emphasis on prevention. It also responds to many of the findings from the review of A Bed Every Night undertaken by Dame Louise Casey around the suitability of this provision for young people.

The purpose of the SIB is to improve the social outcomes of publicly funded services by making funding conditional on achieving positive outcomes through a payment by results

model. Payments to the Provider will be based on the results of the predefined and measurable outcomes achieved by the project.

The SIB will enable the provision of more flexible outcome based and personalised services.

The Provider will be required to wholeheartedly and willingly engage with the GMCA and its constituent local authorities and work with the GMCA in the spirit of true partnership.

The Provider must take an active part in working with the 10 GM Local Authorities, existing service providers, including health, housing and social care, schools and colleges, Voluntary, Community, Faith and Social Enterprises, Greater Manchester Police, local groups and people with lived experiences (service users) with a view to actively promoting the services and effectively engaging with others to improve and complement the services provided in order to successfully achieve positive outcomes.

The new service model will provide a springboard for improved partnership working and collaboration. It is expected to be innovative and bring a range of voluntary and statutory sector partners together to provide a highly personalised approach for every young person.

Over time, and with evidence-based improvements across the homelessness prevention landscape, the “system” should deliver more successful homelessness prevention interventions. This project therefore needs to not only provide a viable alternative for young people that are presenting as homeless or at risk of becoming homeless but needs to find a way in which learning can be shared and utilised in order to support this change.

2. Policy Context

Homelessness and rough sleeping is a significant priority for Greater Manchester. The latest version (currently under review) of [Greater Manchester Strategy](#) (GMS) set out the following ambition:

- End the need for rough sleeping in Greater Manchester by 2020
- Be a national leader in ending rough sleeping and reducing homelessness

Under challenging circumstances Greater Manchester has already invested in a number of high profile projects that collectively are seeking to tackle rough sleeping and reduce homelessness through investment in innovative projects and approaches. This includes the MHLCG funded Homelessness SIB, GM Homelessness trailblazer, Housing First pilot and A Bed Every Night (ABEN). These projects are collectively helping to support many vulnerable people often once they have reached crisis point.

There remains a challenge in how we can truly get upstream to prevent people becoming homeless in the first place. We also must recognise that for some people, particularly vulnerable young people there can be an issue with the suitability of provision such as the ABEN scheme. Indeed the suitability of this provision for young people and the need to ‘turn off the tap’ of demand into this type of provision were identified as important issues to be addressed by the recent review of ABEN undertaken by Dame Louise Casey at the request of GMCA.

Greater Manchester has recognised the need to prioritise prevention work alongside the work to support individuals who are already homeless. Therefore, partners across Greater

Manchester developed a Greater Manchester Homeless Prevention Strategy (GMHPS) aligning the 5 stages of homeless prevention and 5 key missions:

- Mission 1: Everyone can access and sustain a home that is safe, decent, accessible and affordable.
- Mission 2: Everyone leaves our places of care with a safe place to go.
- Mission 3: Everyone can access quality advice, advocacy and support to prevent homelessness.
- Mission 4: People experiencing homelessness have respite, recovery and re-connection support.
- Mission 5: Homelessness is never an entrenched or repeat experience.

Against this background GM is looking to invest in a project that will provide young people who are at risk of homelessness or homeless with a targeted intervention aimed at either preventing these circumstances whilst also equipping them with the tools they need for life and work.

3. Greater Manchester Model for Unified Public Services

The Greater Manchester Model for Unified Public Services (the [GM Model](#)) built on the November 2018 announcement of our plans to radically overhaul public services across the city-region, summarised in 'The Greater Manchester Model: further, faster. This set out the six features we agreed would be fundamental to achieving our goals. The GM Model outlines the approach to implementation, evaluation and shared accountability. When we talk about Greater Manchester public services, we mean all services to the public, regardless of sector or funding, and including our citizens' own role in them.

The opportunities that this programme presents are multiple; to commission in line with the GM Model for Unified Public Services, to commission for learning and system change as well as person outcomes, and to develop a rich source of data to case make for doing things differently.

4. Prevention Pathfinder



The COVID-19 pandemic derailed plans to develop the outcomes contract from day one. Instead, the GMCA commissioned an innovative initial 1-year Prevention Pathfinder contract. Based on learnings from the delivery team, partner organisations and young people the

Pathfinder has given a rich understanding of the systems and responses to youth homelessness that can be scaled and mainstreamed.

The pathfinder has adopted a collaborative relationship between commissioners and provider and a test and learn attitude which should be continued into the outcomes project.

The Prevention Pathfinder had two principal objectives:

- Provide support to young people identified as being at high risk of becoming homeless, helping them secure and sustain suitable, safe accommodation, engage in meaningful activities, and improve their overall wellbeing.
- Build a detailed understanding of the circumstances of the young people accessing the service, the systemic barriers they face, and the intervention approaches needed to support them to feed into the design of a future service

Key findings from the pathfinder to incorporate into the outcomes partnership:

- Mental health - at the end of June 2021, 67% of the participants on pathfinder presented with mental health as a risk factor which was likely to impact on their ability to maintain a tenancy. Consideration should be given to offer (or pathways) of mental health within the model
- Financial Stability – this was another key risk area for young people with 69% reporting this as a concern. There have been various reasons linked to concerns around financial stability including access to benefits, rent arrears and poor financial planning skills. Service should reflect these findings to support prevention and sustainment outcomes.
- Cohort Diversity - The profiles of the young people referred into the Pathfinder project have been diverse with a wide range of complexities. Whilst some young people have required a low level of support to achieve outcomes, others have been more complex, requiring much higher levels of support. The initial findings suggest that a caseload of between 25-30 would be suitable for the nature of this contract. This should be reflected in offer and caseload projections.
- Pre prevention referrals - The pathfinder was initially intended to work primarily with referrals directly from the local authorities' housing options teams. In the early stages of delivery, it was identified that many of those referrals were already at the point of crisis and needing new accommodation, which meant little prevention work could be undertaken. With support from Local Authority partners referrals should be sought from other partners VCSE organisations and colleges along with creating a referral pathway from housing option triage teams.
- Access to new accommodation - A significant proportion of young people referred to the service need new accommodation. 61% of young people starting the service to date have been in some form of informal accommodation, with over 90% stating that the main reason for them wanting to work with Pathfinder is to secure alternative accommodation. While continued upstreaming is likely to have some impact in

reducing this number, access to alternative accommodation is likely to continue to be a relevant factor in ensuring that young people are suitably housed. The service should support individuals to support existing pathways into housing if accommodation is found to be unsuitable but this is not expected to be the primary role of the service.

The provider is expected to build on the learning from the pathfinder taking learnings into consideration of the service delivery model.

5. The Service

The contract will be an outcomes-based contract focussed on preventing young person's homelessness in Greater Manchester based on the outcomes below in section 8.

The model should provide a person-centred case management service, which is integrated into the Local Housing Options statutory homeless prevention offer as well as reaching further 'upstream' to prevent the need for a statutory response.

The service should be delivered as a partnership across Greater Manchester bringing multiple partners together and sharing expertise.

The Provider will be required to wholeheartedly and willingly engage with the GMCA and its constituent local authorities, public services and community and voluntary sector and work with the GMCA in the spirit of true partnership.

6. Delivery Period

The GMCA commissioned a one-year pathfinder which is currently being delivered in three Local Authorities; Bolton, Salford and Manchester.

The full outcomes contract will be for three years starting in January 2022 to December 2025.

The outcomes project should begin in January 2022 for the current local authorities. It is expected that the provider will expand the provision to all ten local Authorities by April 2022 and this can be a staggered process.

7. Value

The contract will be payment by outcome over the delivery period. The value of the contact is £4.85m (to be confirmed).

8. Cohort

The programme is designed for individuals who are at risk of their first instance homelessness in the next 3 months and lacking the support that would enable them to prevent their situation worsening and putting them at risk of homelessness.

Eligibility is open to Non-Former Relevant Children or Care Leavers between the ages of 18 and 35 years old. In certain circumstances with the local authority support care leavers over 25 years old may be referred, dependent on existing support available to them.

The lower age band should be flexible to include 16–17-year-olds where the existing local resources have failed to provide a working solution ('demand failure' only). For example, this may include a 17-year-old in unregulated supported accommodation that is not a care setting. The offer for this younger age band should be support based only.

The provider is expected to work with a minimum of 1500 number of individuals over the life of the contract.

The provider is expected to deliver Greater Manchester coverage in an equitable way based on demand and need for the service and reflecting the investment from the Local Authority partners.

It is expected that the project will work with individuals with a multitude and complex needs, demonstrating the working principles of Making Every Adult Matter (MEAM).

Those with no recourse to public funds cannot be referred to the service.

9. Referral and access points

We understand demand for the service may be higher than resource and capacity. To ensure that the service is prioritised for those with the greatest need, clear referral pathways need to be developed in each locality and the provider should work with individual local authorities and partner organisations to do so. The flow of referrals throughout the contract will be managed by the provider.

Cases (and their referral source) will be reviewed with the commissioners and relevant stakeholders at regular intervals to ensure appropriateness and support the development of effective, relevant and impactful work to prevent homelessness with young people.

10. Outcomes

Personal Outcomes

Personal outcomes are based on 4 key themes that will make up the rate card payment mechanism.

- **Person-centred support planning;** the beneficiary has a dynamic support plan that they feel in control of and recognises them as an individual. The support planning process is based on evidence-based methodology of what works.
- **Homeless prevention;** where the individual has a determined risk of homelessness either those risks are removed or where the original accommodation was determined to be unsuitable new accommodation to be secured.
- **Accommodation sustainment;** the beneficiary has a long-term suitable accommodation and is able to sustain this current or new accommodation for the foreseeable future.
- **Self-determined priority;** the beneficiary is engaging in activity that they find valuable in supporting the overall aim of homeless prevention, this can include a broad array of learning, working, vocational or volunteering activities (see section 9).

Systems Outcomes

The provider will be expected to provide high quality and accessible evidence based on the experience and outcomes of users of the service to inform the on-going development of the contract and influence the wider public service reform agenda (e.g. user journey maps, personal accounts, cohort level analysis). System outcomes will be monitored as key outcomes but will not be elements on the rate card.

In particular systems outcomes should focus on:

- **Learning from prevention;** provide evidence based learning to inform and improve approaches to homelessness prevention for young people across Greater Manchester.
- **Co-production of solutions;** develop practise and local mechanisms for co-production of solutions and development of large scale programmes.
- **Strengthening community capacity;** build community infrastructure that provides co-ordinated responses around person, place and prevention

11. Rate Card

The rate card is reflective of the value of each outcome and reflects the payment mechanism for the contract as a Social Impact Bond.

The Youth Pathfinder has been working with the Steering Group to develop the Rate Card, consulted with a number of LA's, Partners etc. The rate card focuses on the prevention and sustainment outcomes but also includes an innovative truly person-centred element, where with support from their keyworker an individual is in control of the other outcomes included.

The inclusion of self-determined outcomes is a key requirement of the project based on input from lived experience to reflect the diverse ambitions of young people. Evidence from the pathfinder suggests that the achievement of meaningful activity increases likelihood of individuals achieving other beneficial outcomes. Examples of self-determined outcomes have been engagement in meaningful activity e.g. volunteering or gym attendance, improvement in financial stability, improved support network.

The individual will rank the outcome in terms of priority. The outcomes and evidence will need to be agreed with commissioners but there will be ability to add an outcome should an individual identify an outcome that has not been captured.

Rate Card

Outcome
Delivery of personalised support plan
Follow up support plan x3 within 12 months
Successful Prevention
New Accommodation secured
6-month sustainment
Self-Determined Priority x 3

A costed rate card will be provided should the provider progress to the second stage.

Key guidance will be developed with the provider in terms of definitions of each outcome and evidence required.

The provider will be expected to provide evidence to the GMCA on the achievement of the outcomes at the end of each month. For the first quarter 20% of outcomes will be audited each month by the GMCA reducing to 10% should there be no issues.

The provider must have a system to monitor and collate evidence and make this available to the GMCA for audit purposes.

12. Key requirements: Person, Place and Prevention

The provider is expected to develop a service model which can achieve the outcomes stated above. Flexibility, creativity and adaptability will be key, recognising the challenges of working in the housing, homelessness and health sector and criminal justice sectors.

As commissioners we wish to understand the plans for delivery against three key themes; Person, Prevention and Place.

Person:

- Providers are able to offer flexible, choice based interventions that recognise the breadth of likely experiences within the cohort. Beneficiaries should feel in control of their support, and able to build on their strengths and interests.
- Providers learn from and engage with the experiences of people with personal insight to design and deliver this contract.
- Providers ensure that the local community is used as an asset to ensure that people have a local support network.
- Deliver services in a way that meets the specific needs of those who are referred showing regard to age, gender, ethnicity, learning difficulties Autism and/or learning disabilities, community of interests including veterans, foreign national offenders and a range of previous personal experiences

Prevention:

- Providers ensure that beneficiaries' circumstances improve in relation to accommodation security and wellbeing, and that these improvements are sustained.
- Providers value continuous and evidence-based learning that enables a better understanding and response to early intervention to prevent homelessness
- Providers are able to be flexible and shift their interventions further upstream over the course of the contract.
- Learning is considered for the wider system not just homelessness
- Support Greater Manchester's workforce development agenda as referenced in the GMHPS contributing and participating across programmes

Place:

- Providers work with and build on the wide variety of existing public and community infrastructure that plays a vital role in place based, person centred, and preventative interventions across Greater Manchester.
- Providers recognise and respond to the variation across Greater Manchester in experiences of homelessness in young adults and the existing options available to them.
- Providers recognise the Local Authority variances and integrate into local Housing options services

- Providers build local capacity and sustainability in the Voluntary Community and Social Enterprise sector.

13. Roles and relationships

Commissioner

We consider our role as commissioners to be collaborative and focused on building and sharing quality practice within public services to enable homelessness prevention. We will have a different relationship with and understanding of ‘providers’ to traditional commissioners; we consider providers across the full range of formal and community provision and have a partnership based relationship rather than a contractual based relationship.

We consider the role and day to day work of a ‘commissioner’ to be closely connected to the reality on the ground i.e. ‘field and frontline’.

During the commissioning process we will:

- Clearly state the preference for integrated place-based partnerships that enhance and build sustainable community infrastructure
- Ensure visibility of current local offers around youth homelessness across public and community services and organisations where possible
- Make the bidding process visible and transparent
- Engage meaningfully with people with lived experience through the life course of the contract; design, specification, tendering, tender evaluation, monitoring, and programme evaluation
- Evaluate against the Greater Manchester Model for Unified Public Services
- Mandate for inclusion of small and VSCE providers that add significant value to local connectivity and delivery capabilities
- Evaluate against the impact on Social Value across the localities

During the course of the contract we will:

- Measure what matters to individuals in the context of their lives
- Reflect on delivery and engage with people to ensure the delivery of commissions are grounded in the reality of people’s lives
- Ensure that measurement, data and evaluation is used primarily for the purpose of learning and reflecting
- Support risks and accept failures
- Connect providers into the whole public service system and the whole place or neighborhood.
- Have an appreciation of the interactions between all parts of the system rather than a focus on the specific commission, discipline or organisations.
- Work proactively across sectors, disciplines and themes to combine and maximise social value as a whole and as unified public services.
- Provide independent assurance and cross reference with other data and projects
- Review evidence for outcomes on a regular and timely basis against agreed criteria

Provider

- Provide a quality service off that focuses on the person
- The Provider will adopt a safe secure and robust case and information management system to manage the safe receipt, transfer, security, governance and reporting requirements of this service.
- Develop a supply chain that builds local capacity and reflects local need
- Provide evidence for achievement of outcome payments
- Proactively work to solve issues adapting a problem-solving approach
- Engaging in collaborative reporting being open and transparent about successes and system barriers and work to find solutions
- Feed into the wider work at both at a strategic and locally operational level attending local meetings and governance structures
- Bring local providers together and build community of practice

Local Authorities

- Take a lead on integrating the service into the Housing Options Service and wider relevant areas of public service
- Work with the provider to develop pathways for referrals
- Communicate service internally and externally to build knowledge of service and referral pathways
- Co-run a local case review meeting with provider and key partners
- Convene and chair a Local Steering Group for best practice bringing services such as colleges/Money advice/Children's services/RPs/Mediation services/YOTs/VCSSO
- Participate in GM Steering Group to share best practice and inform system change

14. Partnership with individuals who use services

The provider will be expected to have processes in place that ensure people who use the service and other relevant stakeholder groups are fully involved in the design and ongoing evaluation and where appropriate (e.g. recruitment) delivery of the service.

This could build or support capacity within existing structures across Greater Manchester that amplify voices of lived experience or establishing a mechanism that will support real-time learning during the contract and development of future iterations of the service.

The provider should ensure co-production is resourced throughout lifetime of contract and individuals who provide their time to the service are compensated appropriately. The resources should be clearly identified at the outset and a co-production engagement plan developed in the first three months.

15. Partnerships

The Provider should build a supply chain that ensures local coverage delivery across Greater Manchester and specifically seeks to bring smaller VCSE into the model to support capacity building. The process to develop the supply chain should be transparent and fair

including recognition that smaller organisations may require support in this process. The supplier should involve Local Authorities in the development of the supply chain in their area.

Providers are expected to have good knowledge of the regional and local public service landscape and work in close partnership with statutory and non-statutory services, making the best use of existing services to support individuals in accessing and sustaining engagement with these services. This will ensure that interventions complement, rather than duplicate, services which are already available locally.

The provider will be expected to provide an engagement strategy which includes regular planned engagement with partners and knowledge of local Single Point of Contact arrangements to maintain good working relationships.

Key to the success will be the relationship of the provider with the Local Authority Housing Options Teams. The provider will have a physical presence in each Local Authority area across Greater Manchester (or an ambition to build towards this) with a supporting plan to demonstrate how operational integration will be built.

The partnership must work alongside the system for a whole system approach to preventing homelessness.

The GMCA will continue to convene The Young Person's Homeless Prevention Steering Group, first developed to design the service to bring learning together and continue to develop the service over the lifetime of the project.

16. Training

The provider will ensure that Workers receive suitable training and have the competence to carry out the tasks in accordance with the Service Specification.

Employees will be required to undertake mandatory training such as risk, safeguarding, information governance, health and safety. This should also include psychologically informed environment training or similar.

The provider will ensure its workers have access to refresher training as appropriate.

The provider will identify the on-going training needs of its Workers. The provider will ensure its Workers receive suitable development opportunities to have the necessary skills and competence in relation to the delivery of this Service and individual Service User outcomes.

17. Social Value

In accordance with the Public Services (Social Value) Act 2012, the GMCA has a duty to ensure that it considers how services can improve the social, economic and environmental well-being of the area and consider, then demonstrate, that some degree of social value has been sought and achieved where possible in contracts.

In addition to the core requirement specified above, the Provider is required to demonstrate their commitment on how they would deliver additional social value outcomes in line with the [GM Social Value Policy and Framework](#).

Social value is expected to be delivered by building local capacity outside of the service delivery in the local system in order to support smaller organisations to tender for future bids.

18. Delivery Period

The GMCA commissioned a one-year pathfinder which is currently being delivered in three Local Authorities; Bolton, Salford and Manchester.

The full outcomes contract will be for three years starting in January 2022 to December 2025.

It is expected that the provider will expand the provision to all ten local Authorities by April 2022 and this can be a staggered process.

19. Monitoring and Evaluation

The provider will be monitored on the following outcomes:

- Meeting person outcomes as defined by the rate card; homeless prevention, accommodation sustainment, support planning, engagement,
- Meeting System outcomes; learning for prevention, co-production, increased community capacity and involvement of local supply chain

It is expected that the provider uses a measuring tool (e.g. STAR, YHOT) in order to assess the needs of individuals on the programme and measure distance travelled and build appropriate support plans. This should be driven by the individual and not done to them. The process should be incorporated into the evidence base for outcomes.

The provider will also be expected to deliver further relevant management information and outputs as and when required. This would include provision of case studies which consider a MEAM approach.

Indicators, output measures and reporting mechanisms will be developed with the provider following contract award.

The provider will be required to have its own case management system to manage the caseloads and reporting including evidence collection which could also be used by its sub-contracted partners. The Provider should have the ability to share agreed data and reports in a timely and agreed standard format.

The provider should also support and contribute to any evaluation that is commissioned in the future. Likewise the GMCA will contribute to evaluation developed by the provider.

20. Contract Management

The provider will be expected to fully engage with all contract monitoring and performance management regimes and also to fully engage in any contract monitoring / performance management changes or variation as well as engage in their development.

The Service will be monitored by:

- Service Performance Data
- Consultation with People using the Service
- Levels of engagement with people using the service, Lived Experience panels and other Stakeholders
- Contract performance meetings

Underperformance shall be managed through the collaborative contract monitoring meetings and managed as follows:

- Consistent underperformance for 1-3 months: Management under normal contract management arrangements.
- Consistent underperformance for 4-6 months: Meeting between the representatives of the GMCA and Managing Director of the supplying organisation.
- Consistent underperformance for 6 months plus: The participating organisations reserve the right to consider the early termination of the contract by reasons of breach of obligation under the contract terms and conditions.

19. Information Governance

It will be a requirement of the Provider to have in place appropriate and lawful processes to enable them to share relevant information with partner agencies

In line with Data Protection Legislation, Data Protection Privacy Impact Assessments must be undertaken.

All staff must be appropriately trained in information governance, data protection, good record keeping and confidentiality.

GMCA would request oversight of all paperwork involving the information sharing process with the ability to comment where necessary.

To ensure the Provider works in an integrated way, they will be expected to purchase a license for the GM Information Sharing Gateway and the costs are currently as follows; year 1 set up costs approx. £1,500 plus a subsequent £1000 per year for the duration of the contract

The Provider must demonstrate that secure and robust structures, systems and processes are in place to assure the quality, accountability, availability and management of information collected and produced by the service

The Provider must ensure all processing of personal information is done in compliance with all relevant privacy and data protection legislation, and all national guidelines regarding standards for data protection compliance, security and client confidentiality.

People accessing the service will need to be fully aware of all the information that is collected throughout their involvement in this service as well as the purpose for which this information is collected. Any sharing of information will also need to be fully explained and agreed with people who use the service

20. Payment

As the programme is “payment by results”, it is anticipated that once evidence has been submitted and accepted, payments will be made to Providers within 30 days of the end of each month. Payments will be made to the Providers nominated bank account.

21. TUPE

TUPE (Transfer of Undertakings (Protection of Employment) Regulations) will apply to this service.

Greater Manchester **Moving** in Action 2021-2031

Active Lives for All

Our renewed strategy
and call to action



For a happier, healthier, more connected Greater Manchester

GM Moving in Action is our Greater Manchester strategy for physical activity. It is shaped and powered by GM Moving, our ‘movement for movement’.

Everyone has a role to play in GM Moving; people, communities and organisations, from every sector and place across the city region, pulling in the same direction and with a shared goal to help people move more.

We’re united by a shared passion and commitment for **what** we do, **why** we do it and **how** we do it.

This document, ‘GM Moving in Action’ is our strategy, setting out what we’ll do to get people moving more by designing moving into everyday life. Helping people move a little more, making it easier to be active and a natural part of how we all live, travel, work and play in Greater Manchester.

It is also a call to action, to the people of Greater Manchester, to join in on this quest. To support good lives for all in Greater Manchester.

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A quick note on terminology:

The terms **activity** or **movement** are used to refer to all kinds of physical activity, including sport, planned exercise, and informal incidental activity. Each term speaks to different people and different ways but all have equal value and place in this narrative and help enable **active lives**.

The term **system** is used to describe the full and wide range of factors that influence physical activity. This include all the people who influence physical activity, be that formally as part of their role or informally in a personal capacity.

> Please note: click on the GM Moving in Action stories throughout the document to see the full story

GM Moving In Action

Our framework

➤ Our Mission

- Active lives for all

➤ Our 5 key priorities

- People, families and communities
- Inclusive participation and access
- Active places
- Whole system integration
- Culture change

➤ Our 7 catalysts

- Involving & engaging
- Marketing & comms
- Investment
- Governance
- Digital access & innovation
- Learning, research & insight
- Leadership & workforce



➤ Our ways of working

- Values-led
- Whole system
- Movement-building
- All leaders
- Enabling change
- Learning together

➤ Key outcomes

- Physical & mental wellbeing
- Individual development
- Social & economic inclusion
- Strong communities
- Environmental sustainability



Enablers

How we create the conditions:

- Involving local people & growing assets
- Strategic leadership enabling collective leadership
- Effective work across & between sectors
- Transforming governance & processes
- Learning & adapting

Our call to action

“In my manifesto I said that Greater Manchester should adopt a new post-pandemic mission: Good Lives for All. That means tackling the inequalities Covid-19 has both exposed and exacerbated. It means better transport. And it means making real progress toward our goal of Net Zero by 2038.

Moving is key to all those goals and we need to help everyone find time and space for physical activity in their everyday life. Moving keeps us physically healthy and resilient. It supports our mental health and wellbeing too. An active life needs to be at the heart of how we build back after Covid-19. That includes putting active travel at the centre of our plans for radically improving transport across our city-region.

We’ve made great progress since the GM Moving Blueprint for Change was published in 2017. At the start of 2020 we were on track to reach and exceed

Andy Burnham, Mayor of Greater Manchester

our target and GM activity rates were increasing twice as fast as nationally. Then Covid-19 set us back.

We’ve seen that we make the most progress when we use GM’s unique strengths as a city region and work as one team on shared missions. GM Moving is one of those missions. The energy and creativity GM Moving generates can be felt across the whole system. We now need even more people and organisations to join in and to work together as part of this ‘movement for movement’. Whether it’s giving people permission to wear their trainers to work, providing more opportunities for our young people to get outside and to reconnect, or making our streets nicer, safer and easier places for people to move about. Now is the time to embed moving in everything we do.

This strategy is a Call to Action and I would urge you, whoever you are, to get involved.”

This strategy is a Call to Action and I would urge you, whoever you are, to get involved



2.8
million
people
moving

> Please note: click on the GM Moving in Action stories throughout the document to see the full story

Why moving matters

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We are all designed to move. But our modern world is designed and organised to keep us sitting still.

Physical activity and sport contribute to both our physical and mental wellbeing, our social and community development, economic development and individual development.¹ Moving more is key to enabling good lives for all.

Moving is 'A miracle pill' for everyone

Designing movement back into people's everyday will help us to live happier and healthier lives, enable our communities, places and economy to thrive, and will contribute to a more sustainable city region.

We are not currently moving enough. Inactivity is killing us, it's making us sick and unhappy, unproductive and stressed, and is contributing to environmental destruction and climate change.

> We want that to change and the good news is that it is within our collective power to enable that change to happen.

1. The social and economic outcomes of sport: an evidence review, Sport England

Why moving matters



Physical health and wellbeing



Adding life to years and years to life. Benefits include reduced risk of long-term health conditions.



Mental health and wellbeing



Helps lift the mood, releasing 'feel-good' endorphins, and supports long-term mental health.



Individual development



Increases school readiness, educational attainment, self-esteem, productivity and independence. Supporting social and economic inclusion.



Social and community development



Increases social trust, belonging and community participation. Improves road safety, quality of life, environment and place. Reduces loneliness.



Economic development



Generates good employment, community wealth building and productivity at work. Saves money to the public purse and reduces sickness absence.



Environmental sustainability



Promotes more sustainable living, travel and places. Contributes to decarbonisation, cleaner air and a greener, healthier environment.

> £4 for every £1 spent

Is the Social Return on investment in sport and physical activity.

> £9.59bn

Amount generated in England by improved physical and mental health.

> £14.22bn

Amount that contributes nationally to enhanced social capital.

GM Moving in Action stories



“I find walking is fantastic for both mental and physical health. Being out in nature is great for someone like me, who suffers from anxiety and depression. I was also diagnosed with type-2 Diabetes about a year ago, but walking has helped me reverse that diagnosis. I now make videos on YouTube which I hope will inspire people to get out and walk in their local areas, so I couldn't pass on the chance to be part of The Greater Manchester Way and hopefully inspire even more people to walk.”

John



“We run women only fitness sessions four times a week. Empowering and inspiring women to believe in who they are through dance, fitness and connection. I set up BollyFit Active myself as I was frustrated of the lack of women only environments for women training as coaching instructors and for women looking to move more.

It's important to focus on the 'what's in it for me'... not put health and activity in silos, it needs to be part and parcel.”

Shamime

“The broader intra school offer this year has encouraged less confident young people to fully participate and develop an increased level of confidence in PE and school sport related activity. This has inspired more pupils to put themselves forward to be involved in the sports leadership programme for next year. One pupil in year 4 who has never been involved in PE and school sport before has said her ambition is to be able to support the teachers to organise the reception sports day.

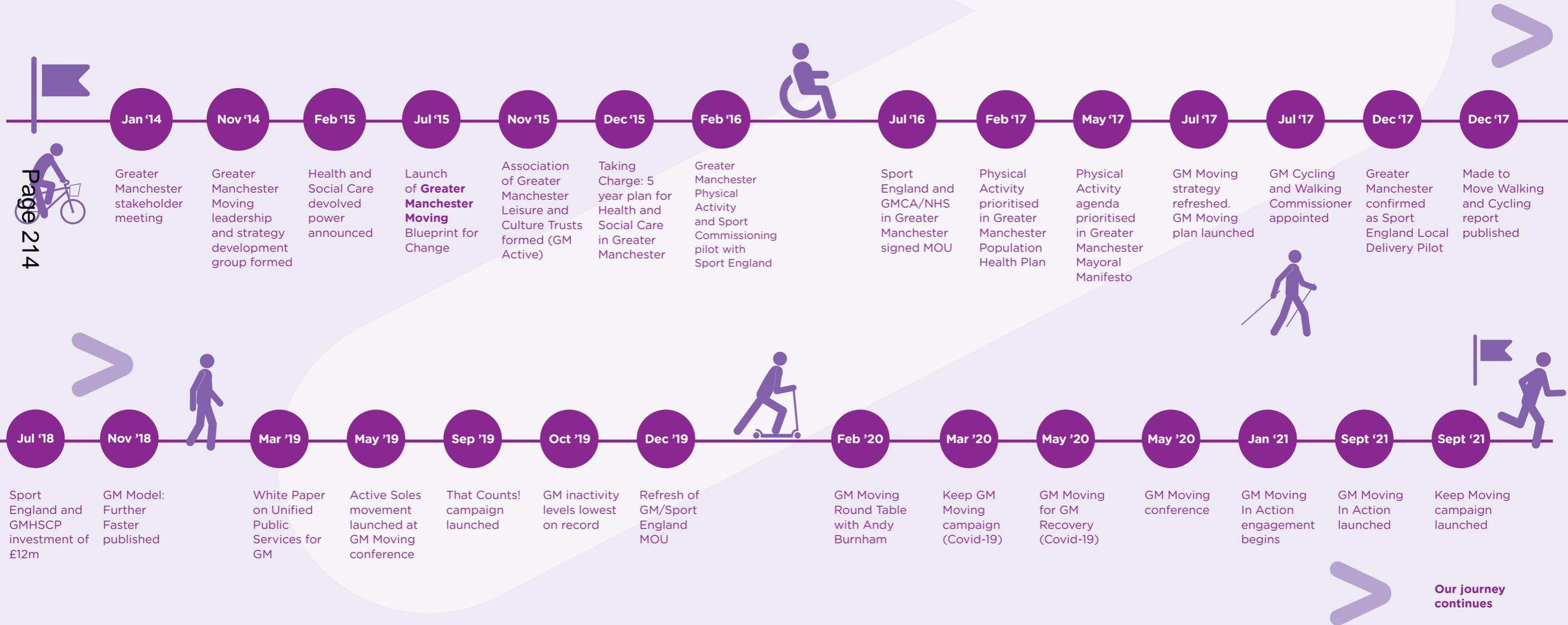
The school will also use the intra school programme of PE related activities to inspire and develop young reporters, photographers and commentators”

Newfold Primary School, Wigan



GM Moving journey

The Greater Manchester Moving journey so far





GM Moving has come a long way since a handful of people first came together in 2015. There has been a lot of progress and change during this time, including:

> **More people living Active Lives**

In 2017 we set a target of 75% of people being active or fairly active by 2025. At the start of 2020 we were on track to reach and exceed that target, with data steadily improving. The data for November 2018-19 showed inactivity in Greater Manchester had dropped to 26.2% of the population.

> **Closing of key inequality gaps**

Active Lives data showed a closing of gaps including the gap in activity rates depending upon socio-economic status.

> **Greater understanding of the how**

Of movement-building, a whole-system approach and working with complexity.

> **Growth of the movement and leadership**

In size and diversity with more people and organisations engaged, committed and advocating for physical activity.

> **Collective learning**

Increased openness to be open what isn't working, what feels hard, to name the barriers, seek help and sharing thinking.

> **Shifts in language and visuals**

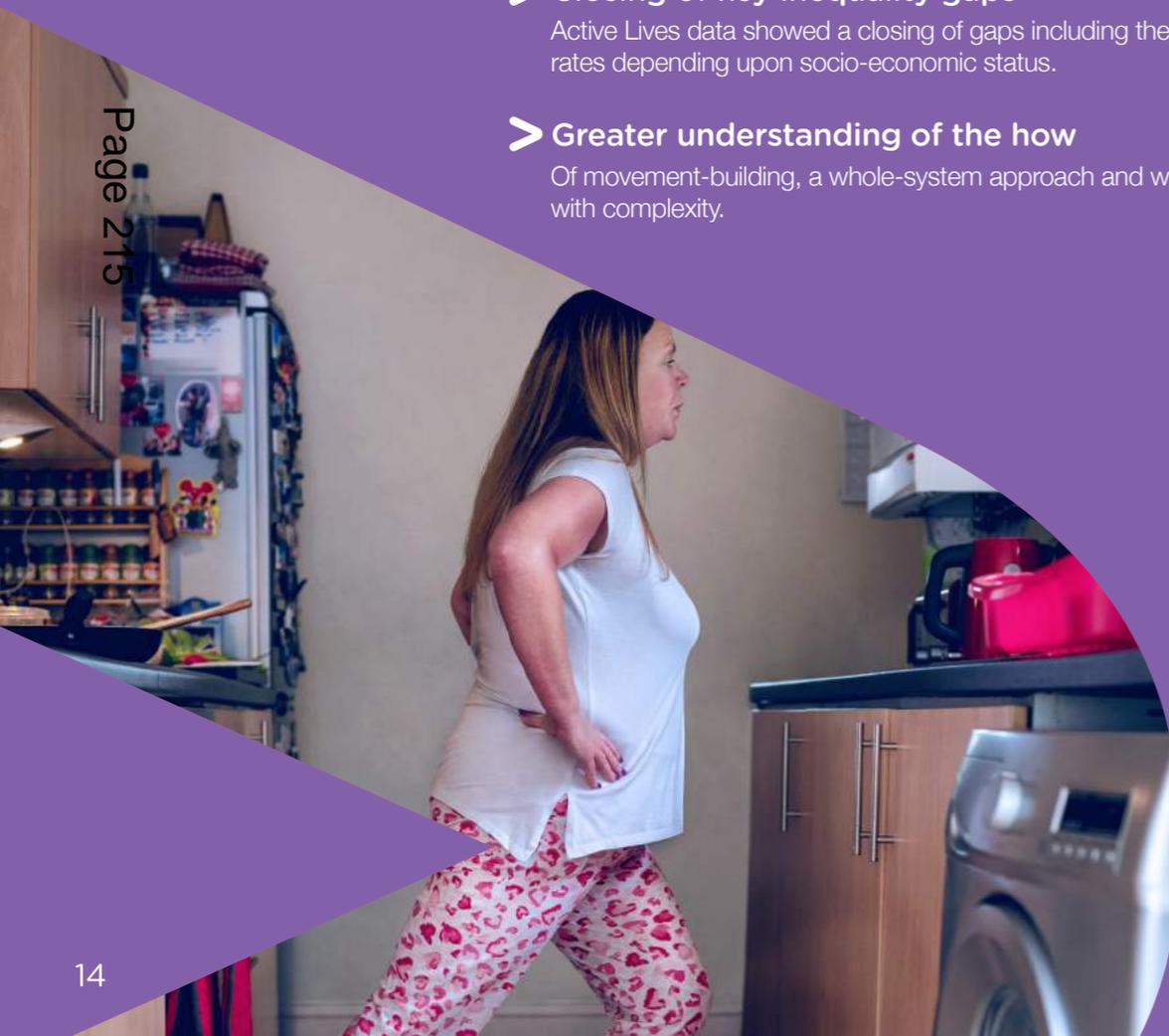
More inclusive, diverse and expansive, shifting the emphasis from sport to movement and active lives for all.

GM Moving ripples are now seen and felt across Greater Manchester and further afield.



We were successfully reducing inactivity in Greater Manchester at two and a half times the national rate. Then the Covid-19 pandemic hit.

One key indicator of change is the local active lives data released by Sport England every six months. The Active Lives survey is a national survey commissioned by Sport England to measure the physical activity levels of people across England.



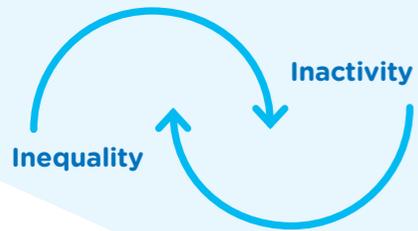
GM Moving in a time of COVID-19

The impact of the Covid-19 pandemic on physical activity levels in Greater Manchester, 2020-21

In the space of a few months, the Covid-19 pandemic forced people to completely rethink the way they lived, worked, and got around. Physical activity rates fell and people became more sedentary because of lockdown restrictions, fear, apprehension and all the changes to people's way of living. And these impacts, as they so often do, fell unequally.²

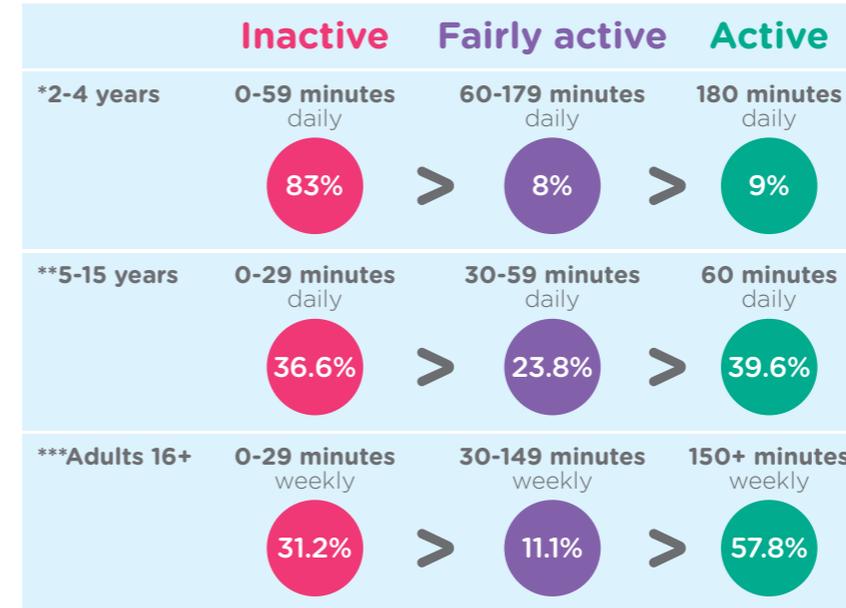
The unequal impact of Covid-19 on activity levels

- > Inactivity in Greater Manchester rose twice as fast as the national average in the first 12 months of the pandemic.
- > We also experienced unequal impacts between people and communities within GM, with greater reductions in activity rates³ for disabled people, people with long term health conditions, culturally diverse communities, children and young people, older people and low-income families. For example, the activity gap for lower socio-economic groups compared to higher socio-economic groups, widened from 15.5% to 24.2%.



2. Surveillance suggests that lockdown restrictions associated with the COVID 19 pandemic has, overall, led to decreases in physical activity and increases in sedentary behaviour (Sport England, 2021 Active Lives).
 3. Cross sectional analysis suggests more pronounced negative effects amongst children and young people, older people, and people with long term conditions (Stockwell, Trott, Tully, et al, 2021).

Active Lives: The facts



Nov 2019-20 activity rates in Greater Manchester compared to UK Chief Medical Officer physical activity guidelines.

Changing activity rates in GM 2015-2020

Active Lives Data - whole population % of GM population (adults) who were fairly active or active			GM Moving target
November 2015/16	November 2018/19	November 2019/20	2031
71.5%	73.8%	68.9%	Active Lives For All 2.8 million people moving

* Health Survey for England 2015
 ** Active Lives Children and Young People 2019/20
 *** Active Lives Survey November 2019/20

Inactivity rises to 43.9% in lower socio-economic groups

32.0% of females are inactive

Pre-Covid-19 we were successfully reducing inactivity in Greater Manchester at two and a half times the national rate

First year of Covid-19, inactivity increased in Greater Manchester at almost two times the national rate

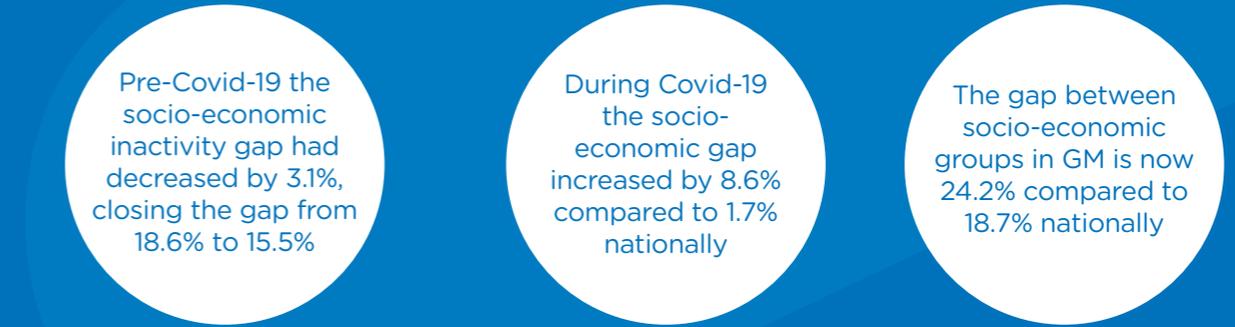
Equality gaps in activity levels

% of the population that is inactive		
Year	Nov 2019-20	2031 Target
Lower socio-economic groups (NS SEC 6-8)	43.9%	Active Lives For All A closing of all inequality gaps
Disabled people	46.1%	
Black	39.3%	
South Asian	45.7%	
Other ethnic group	48.3%	
White British	28.2%	
White Other	28.6%	
Women	32.0%	
Men	29.7%	

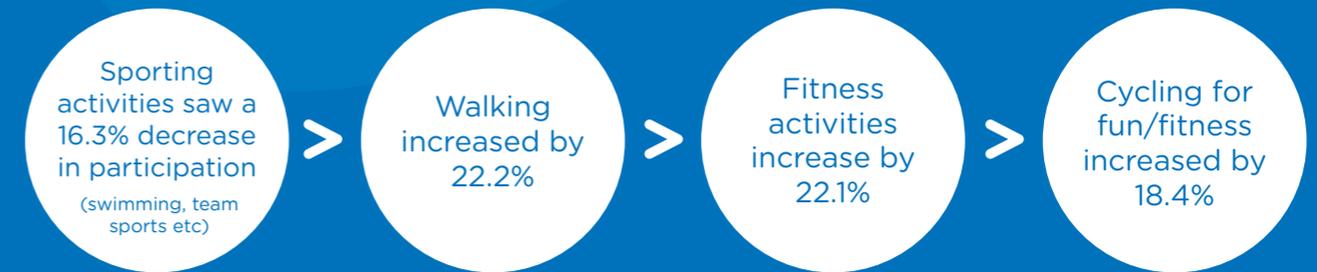
% of the GM population that is inactive		
Year	Nov 2019-20	2031 Target
Children 5-15 years	36.6%	Active Lives For All A closing of all inequality gaps
Adults 16-34	25.2%	
Adults 35-54	29.0%	
Adults 55-74	34.7%	
Adults 75+	53.0%	

Unequal activity gaps

> Impact of Covid-19 on activity levels of adults and older adults



> Impact of Covid-19 on national activity levels of children and young people*



> Comparing Greater Manchester to the rest of the UK



Disability gap has decreased

Gender gap has decreased

Age gap has decreased

*Summer term 2020 compared to Summer term 2019 of Active Lives Children and Young People

Covid-19 impact on people's lives

The unequal impact of Covid-19 on physical activity rates reflected Covid's broader impact on people's lives as wider inequalities were exposed and exacerbated.

Analysis by the Institute of Health Equity, set out in the Greater Manchester commissioned 'Build Back Fairer'⁴ report, illustrates the unequal impact of the pandemic. For example, rates of mortality from Covid-19 in Greater Manchester were 25 percent higher than in England as a whole and differed across Greater Manchester.⁵

The analysis also highlighted the longer-term impacts of Covid-19 include **'deteriorating community and environmental conditions as the public purse is further strained, widening inequalities during children's early years and in educational engagement and attainment, increasing poverty and income inequality, rising unemployment, particularly for young people, and deteriorating mental health for all age groups but again particularly for young people. All of these negative impacts will damage health and widen health inequalities in Greater Manchester.'**

4. Build Back Fairer in Greater Manchester: Health Equity and Dignified Lives, June 2021, Institute of Health Equity.

5. With the mortality ratio in the most deprived decile 2.3 times greater than in the least deprived decile between March 2020 and January 2021.

GM Moving in Action stories

Covid-19 learnings and response

The local response of people and partners in Greater Manchester has been phenomenal and has given rise to innovation, new learning, relationships, collaboration and an increased conviction to work together for better health and wellbeing.

It showed how quickly we can change how we do things when we have to, whether this is at an individual, organisational or Greater Manchester level. It showed what can be achieved when action is taken at all levels and parts of a system or place concurrently – in homes, on our streets, as a neighbourhood, as a locality and as one team working across a city region with true Greater Manchester spirit. It showed the power of a whole-system approach in place.

GM Local Pilot learning identifies strategies to help tackle inequalities. Learnings gathered between September 2020 and March 2021, during the Covid-19 pandemic. This evaluation report seeks to understand how the system might be nudged to provide conditions enable active lives.

Enabling people to keep moving at home with EmpowerYou

GreaterSport and EmpowerYou collaborated during the Covid-19 pandemic to create a video to enable everyone, no matter their ability or health condition to be able to move more at home. With standing, supported, seated and assisted exercises, as well as subtitles and British Sign Language, there is something for everyone. *'The world came to me for a change'.*

“Covid has put a laser focus on poverty. We have to be realistic about how to engage families if they don't have the money to reach inaccessible things.”

GM resident, GM Moving and Poverty session



GM Moving In Action stories



Keeping Well at Home booklet

The Keeping Well at Home booklet was developed during the pandemic through a collaboration between Greater Manchester Ageing Hub, GreaterSport, The Centre for Ageing Better, Local Age-friendly leads across Greater Manchester, Greater Manchester Older people's network, Healthy Ageing Research group and The Greater Manchester Health and Social Care Partnership. The booklet included tips and advice on ways to move more and move well at home during the pandemic.



“We added exercise bands to the mutual aid packages to encourage people to keep moving at home”

Doretta, GM Moving session, Tackling Racism and Racial Inequality



“Covid opened our eyes to new ways of working”

GM Council Officer, The Role of Sport, GM Moving In Action session



GM Moving podcasts
Episodes 1-15: Keeping GM moving in a time of Covid-19.



Milltown to Mountains video: Shazia, BAME Connect, Oldham shares her walking story.

➤ Please note: click on the GM Moving in Action stories throughout the document to see the full story

Why moving matters more than ever

We've learnt a lot since we published the GM Moving Plan in 2017. That learning has helped to crystallise and sharpen why moving is important for Greater Manchester.

> Moving matters... to recovery from Covid-19

> Moving matters... to social and economic inclusion

> Moving matters... to environmental sustainability

Inactivity costs **£26.7m** per year



GM Moving contributes towards key GM goals as set out in the Greater Manchester strategy



“Recovery is on many levels – it’s individual, families and community. Movement has a part to play for each of these. The criticality is about looking beyond the physical health benefits that we’ve focussed on for so long. We need to focus on mental health too – Moving is the key to lifting your mood; this is the immediacy of the impact. We feel these benefits in the long term, not just in the moment.”

Steven Pleasant, Chair, GM Moving and Chief Executive at Tameside Council & Accountable Officer at Tameside and Glossop CCG



Supporting people to move more is key to a happier, healthier, greener Greater Manchester.

It is apparent that we cannot achieve our mission of Active Lives for All, unless Greater Manchester pulls together to Build Back Fairer as a whole integrated system. We will always be working in conditions that fight against active live for all, unless we work together to tackle the big challenges in place to include: structural and systemic inequality, poor physical and mental health, an environmental crisis, and at the time of writing a global pandemic.

The GM Moving priorities and approach are therefore shaped within this context.



Contributing to GM’s recovery from Covid-19

GM Moving is vital to supporting Covid-19 recovery and resilience and better health for all in the longer term. Our individual, community and collective recovery as a city region depends on it. More people, moving more, will help:

- Address the short and long term deterioration in mental health caused by Covid-19 (at points in lockdown 1/4 of all adults experienced clinical depression, ONS)
- Support people’s return to physical health after contracting Covid-19
- Reverse deconditioning due to inactivity, including loss of fitness, mobility and strength, increased risk of falls and deterioration of long term conditions
- Build resilience to Covid-19 and reduce risk of long term conditions related to inactivity, such as cardiovascular disease, muscular skeletal conditions, cancer, diabetes, mental health conditions and dementia.

> Please note: click on the GM Moving in Action stories throughout the document to see the full story

Research has shown⁶ that physical activity might be the single most important action individuals can take to prevent severe Covid-19 and its complications, including death as well as contributing to better physical and mental health in the long term.

“Enabling more people to achieve at least the minimum recommended levels of physical activity is key to reducing these health inequalities.”

Sarah Price, Chief Officer, Greater Manchester Health and Social Care Partnership.

GM Moving in Action stories

Moving Forces connect

Former member of the armed forces Ady Hazlehurst found the Moving Forces Connect programme helped him to put new daily routines in place, building foundations on positive ways to improve his overall wellbeing.

“The course has shown me how to be kinder to myself mentally and emotionally. It’s made me see things more positively and find new ways of thinking.” Ady

6. Research conducted with nearly 50,000 people, see here.



Contributing to greater social and economic inclusion and equality

There is a clear correlation between inactivity rates in Greater Manchester and the wider determinants of health. The way we cultivate our places, economy, transport, health and care, decision-making structures, community and voluntary sector is key to achieving active lives for all.

GM Moving in Action will tackle the barriers to movement in order to make an essential contribution to how we Build Back Fairer and enable good lives for all, to include;

- Taking a preventative approach to address inactivity and inequality locally.
- Supporting sustainability of sport and physical activity assets in communities.
- Designing active healthy places and liveable neighbourhoods including access to safe, quality green and blue spaces for all.
- Growing community wealth, power and connectivity.



Contributing to environmental sustainability

Since 2017, a series of Intergovernmental Panel on Climate Change (IPCC) reports have highlighted the pace of environmental breakdown and the scale of action needed and a Climate Emergency has been declared by the Greater Manchester Health and Social Care Partnership (GMHSC), the Greater Manchester Combined Authority (GMCA) and GM Councils.

Sedentary behaviours are carbon-intensive so our core mission of enabling more people to move more, will support wider GM net-zero ambitions. The movement can also help by:

- Promoting active, sustainable travel and decreasing car dependency.
- Reducing our own carbon emissions e.g. across leisure facilities.
- Advocating for greening and bio-diversity as part of active environments.
- Supporting an inclusive, zero carbon and climate resilient economy.

Enabling people to live more sustainable lives and increasing their access to clean air and quality green and blue spaces will in turn support more active lives, and a healthy, socially just city region where everyone can thrive.



“This is the time for bold thinking and brave action, this is the time for an essential pivot towards a new way of doing things that puts tackling inequality at its heart, this is the time to take Greater Manchester to the next level, a place with good lives for all.”

Kate Pickett, Chair of the Greater Manchester Independent Inequalities Commission. The Next Level – Good Lives for All In Greater Manchester, March 2021⁷

7. The Independent Inequalities Commission report, 'The Next Level: Good Lives for All in Greater Manchester', sets out the action required to achieve good lives for all.



Please note: click on the GM Moving in Action stories throughout the document to see the full story





2,000

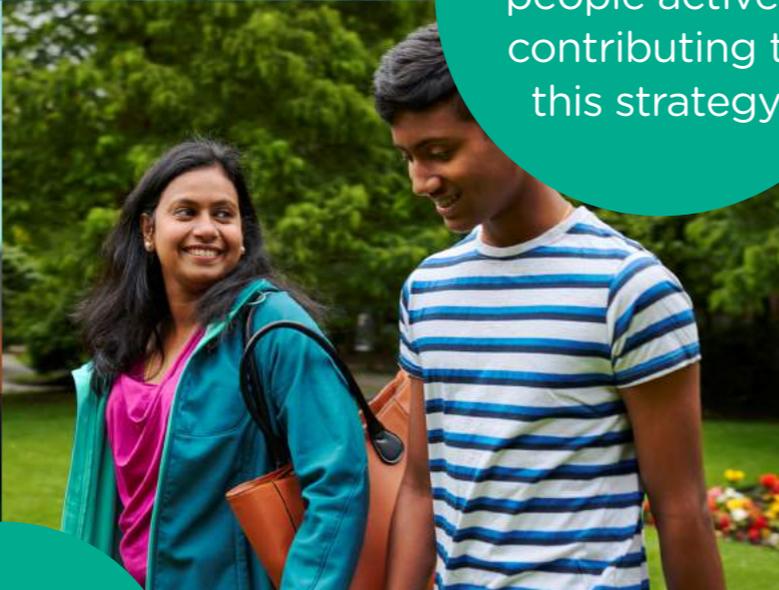
people actively contributing to this strategy.

We are ready for the challenge

From a small group of people developing the initial GM Moving Blueprint for Change in 2015, to over 2,000 people actively contributing to this strategy. We've grown in numbers, diversity, understanding, courage, clarity and conviction.



Page 222



My, how we've grown over the years!



‘Uniting the Movement’ with Sport England

Sport England’s 10-year strategy ‘Uniting the Movement’, helps set the intention and conditions for working together collaboratively to support active lives for all.

“Collectively we need to reimagine how we keep movement, sport and activity central to the lives of everyone... We need to respond to people’s real lives and circumstances, to make sure that everyone has both options and opportunities that work for them”

Tina Hollingsworth OBE, Chief Executive, Sport England.

“People are looking for something that will make them feel better”

Kay Keane, Practice Manager, Alvanley Family Practice speaking at GM Moving for GM Recovery event.



This is the time. This is the place.

We’ve learnt a lot – about the many different reasons moving matters; the many things that influence how much we move; our places; effective ways of working; and about the key barriers, enablers and catalysts for change.

We recognise the need and the opportunity for change in Greater Manchester.

And we’ve seen positive signs of change and accomplishment, from changing attitudes and perceptions about what it means to be active, to growing a coalition of people from all walks of life and sectors who see physical activity as part of how they can accomplish their goals.

Stories of change

Our collective progress and learning underpin this strategy, which has been shaped and informed by the many stories of change, of hope, joy and frustration that have been shared and heard over the last six years. These everyday conversations, collaborations and experiences of GM Moving have helped paint a picture of what matters to people and organisations and provide the bedrock for this strategy.

There is a lot of great work happening in and with communities all over the city region. There is a great deal of pride in what has been collectively achieved, and there are many strengths on which to build.

It’s impossible to capture the full breadth and depth of activity, learning, leadership and passion within these pages. Stories help provide a window into the many things that are happening across this movement, its place in Greater Manchester’s ongoing cultural, political, economic and social evolution, and its contribution to improving people’s lives, supporting participation and enhancing the places in which we all live, work and play.

> Please note: click on the GM Moving in Action stories throughout the document to see the full story

GM Moving In Action stories

‘I didn’t like the idea of running alone at night. I asked two other mums to join me and, with that, Solemother was born. Whether you’re tackling your first ever hike or training for a marathon, our group is a sisterhood full of inspiring stories. We’ve had members who’ve experienced unbearable grief, are recovering from cancer or have simply lost all their confidence. Together, we do all we can to support them.’ ‘When we support each other, incredible things happen.’

Grace, Solemother, Trafford

“As an individual I am amazed at all the projects that are going on mainly unseen in Greater Manchester.”

A GM citizen at a GM Moving engagement event May 2021



“Getting active is really important and can be even more so when you have a disability, as there aren’t as many options out there for you. But it’s not just about moving more, AFC Masters is more than that. We’re about friendship, making connections in the community, building confidence and providing a support network for our members and their carer’s. It’s about mental, as well as physical health.”

Iain, AFC Masters, Bolton

Beswick & Clayton, Manchester: A 20-minute neighbourhood?

“Partners came together in a place, each with different insight, knowledge and networks, united by a common goal to enable people to live a good and active life in their neighbourhood and a commitment to engagement and co-design. As partners there was a shared belief that involving local residents early on is fundamental – working alongside local people to ensure plans are owned and developed by the community for the community”.

John Brady, Strategic Lead Active Adults, GreaterSport

Shaping our plan together

Reflecting and refocusing

“It feels like a different audience, and the depth of the conversations has changed.”

Yvonne Harrison, CEO, GreaterSport 2014 to March 2018



The pain, poverty, racism, injustice and inequality that was exposed, and in instances exacerbated, during the 18 months leading up to the launch of this new strategy (2020-21), the impact of Covid-19 and the resurgence of the Black Lives Matter movement, highlighted the need to listen, and listen deeply to people’s experiences of living in Greater Manchester and the barriers they face to living a good life, including the barriers they face to moving.

‘Nothing about us, without us’ is the mantra which has informed the process for shaping a shared vision and priorities. This included a series of focused ‘GM Moving In Action’ conversations between January – July 2021 engaging over 2000 people and organisations from across Greater Manchester.

Just like our work together, these conversations were both big and small, far reaching and targeted. They included conversations centering on GM Moving priorities

for Covid-19 recovery, mental wellbeing, a more inclusive economy, decent work and increasing safety. They explored how to tackle racism and racial inequality, widening access and participation for low-income families, disabled people, people with long term health conditions, children and young people, older adults, LGBTQ+ community, women and girls. They explored the role of sport, active travel, walking, the VCSE sector...and the list goes on.

“Recover, reinvent, rebuild, reimagine and restore”

The Role of Sport session

“It got me thinking differently about how we measure journeys, what success looks like. Play, social interaction, the joy of the journey and the boost to our wellbeing all came out as really important”.

Session with GM Poverty Action reference group

“We need to have a lot of empathy for families. Poor mental health in a household will affect everyone in it, so how we all work together to overcome and support the family matters. Digital exclusion has played a big part because it’s not just about getting laptops, it’s about digital skills, cost, working together”

Children and Young People session.

“It is about genuinely listening and sometimes knowing when to step back. Leave the egos or own agendas at the door. Not about the organisation but the outcomes. Not me but we. It is not easy, people’s time is limited, but how much time are we proactively investing in reaching across sectors/ audiences, how much value do we really place on it?”

GM Moving for GM Recovery session

The journey ahead

This process of listening has shaped the 10-year vision, mission, commitments and priorities defined on the following pages. It has provided a clear direction for our collective work to support and enable active lives for all.

In a rapidly changing landscape, there is much that is currently uncertain and hard to predict. This strategy is to be used as a guiding compass on our 10 year mission. More detailed route maps will be reviewed on an annual basis to enable us all to adapt and respond. We know where we want to get to, but we may have to adjust our course along the way.

Whilst it is a common destination which unites the movement, we believe in the ‘joy of the journey’ – a joy often found in the unexpected twists and turns, the

new connections gained and the moments of magic that appear when you make a wrong turn, and when you leave space to breathe, to reimagine and for new ideas and possibilities to emerge – space to experience the magic of adventure and discovery.

There is a role for everyone. We need to listen, respond and respect each other, develop a shared language and pace, and support each other to play our best part – as one Greater Manchester team.

Greater Manchester has been doing things differently for a long time. We are well prepared. There is a spirit, a maturity of approach, an honesty and readiness to take things to the next level. Moving together, at depth, with breadth, and with pace is now both critical and possible.

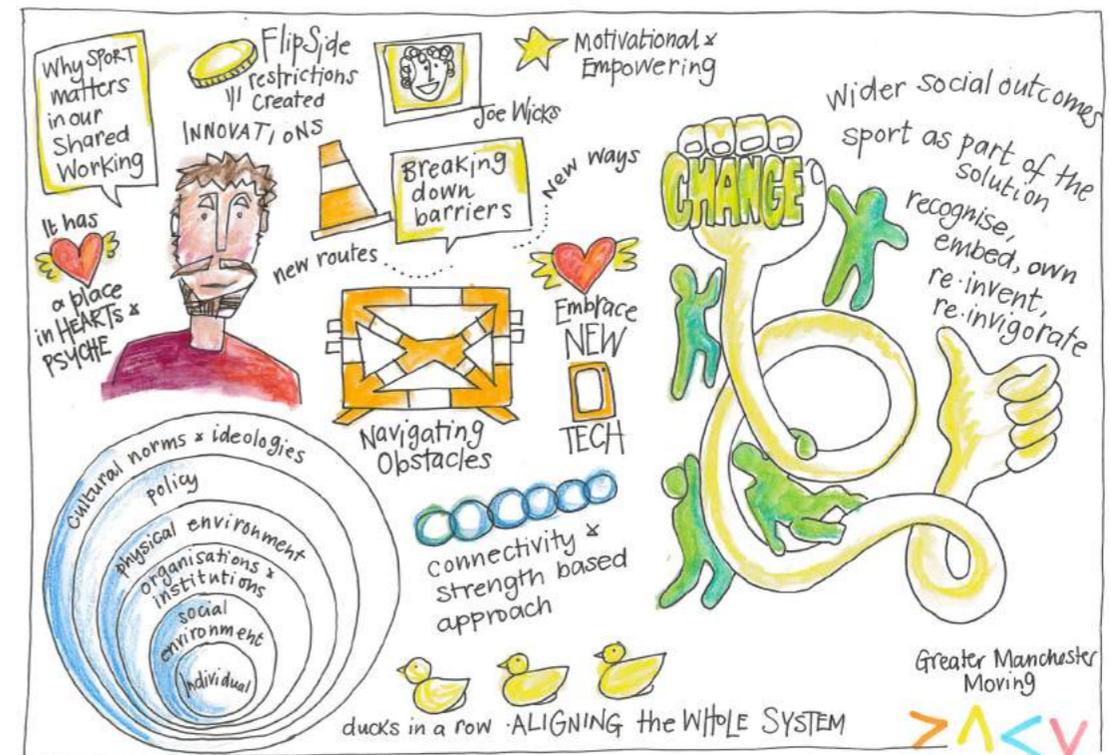
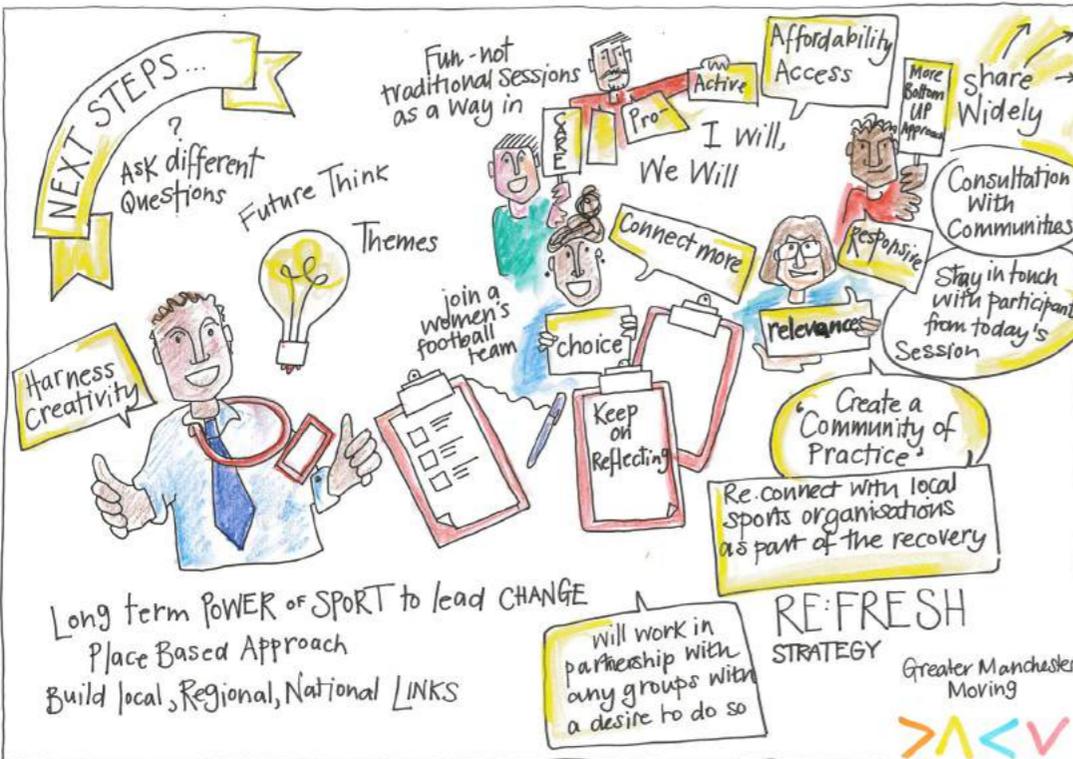
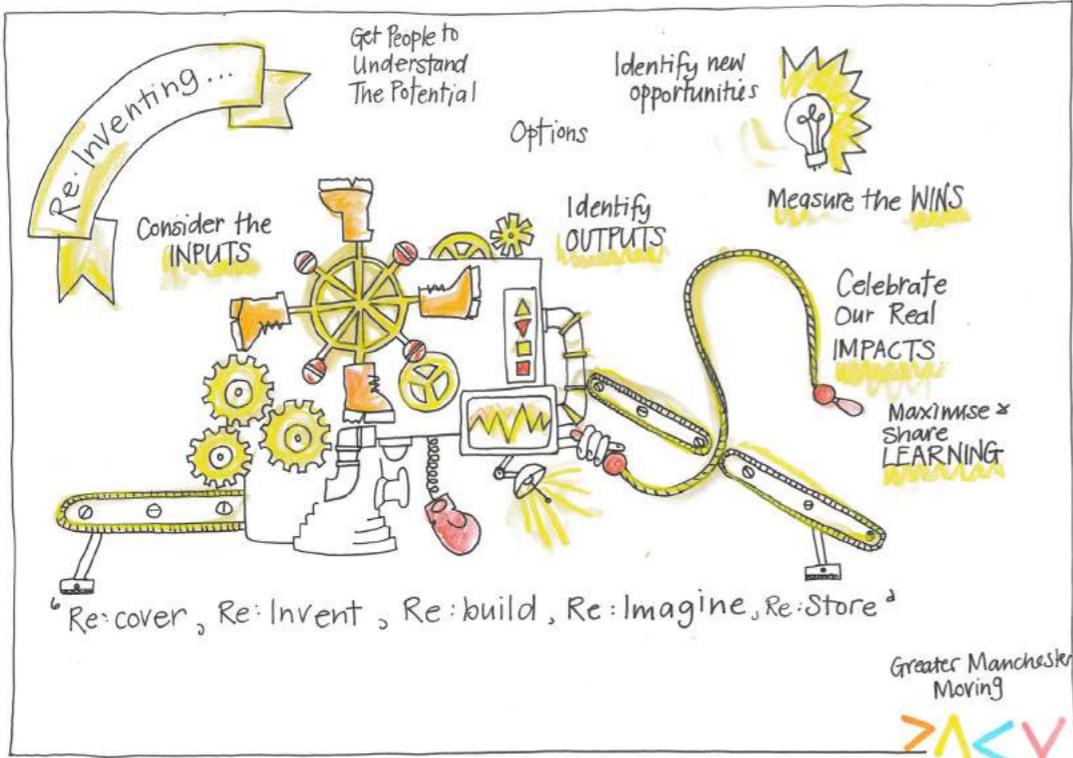


“More affluent areas often have much more green space, and therefore have much more opportunity to participate and there needs to be much more investment in infrastructure within relatively deprived areas.”

Session with GM Poverty Action reference group



The thinking behind our strategy



Our collective mission

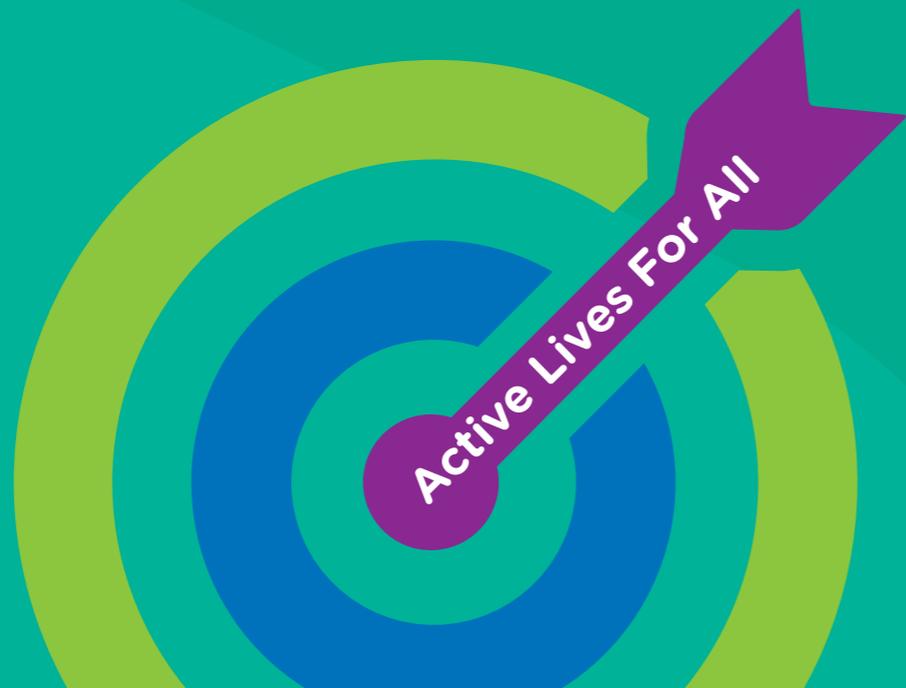
Active Lives For All

This is a big agenda and it includes everyone. Being active doesn't mean being an athlete, but it might!

GM Moving In Action seeks to embrace everything that supports people to be active – all the different ways we move, and all the different ways we can help the people around us to move.

The core message is to move your way and to support others to find their own way to move. However ordinary or extraordinary.

Learning, leading and moving together



Contributing to a happier, healthier more connected Greater Manchester

Imagine a city region where we see:

Moving as a normal part of everyday life for all. A culture of everyone moving, every day – whoever, wherever and whatever your way, the day, or the weather! Greater Manchester people, families and communities, in all their diversity, moving their way.

Whether it's a night of dancing, the walk to school, gardening, playing out, cycling to the footie match, skipping back from cricket, the junior league, armchair exercises, wild swimming or pool swimming, a jog through the park, climbing the stairs...

Everyone can play a part to help ensure that moving, physical activity, sport and active lives are something everyone has access to and if they want - are able to participate in, instigate and influence. That should be true...whatever our roles; as teachers, carers, planners, policy-makers, neighbours, instructors, coaches, political leaders, public servants, friends and colleagues.

It's about all of us, what makes us tick, the things we do, the places we go, and the friends we make along the way. We are all active souls.

Our shared commitments and priorities for 2021-31

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Please note: click on the GM Moving in Action stories throughout the document to see the full story

Our five key commitments



People, families, communities: Active Lives For All

Our Commitment: To work with and meet the needs of Greater Manchester people, families and communities, in all their diversity, to enable everyone to live an active life.

Inclusive participation and access: Move your way!

Our Commitment: To widen access and participation in physical activity, sport and active travel to create a greater, more inclusive choice of ways to be active every day.

Culture change: Everyday moving

Our Commitment: To create the conditions for a cultural shift to make moving a normal part of every day for all. Everyone moving, every day - whoever, wherever and whatever your way, the day, or the weather!

Whole system integration: Build back fairer through active lives

Our Commitment: To work together as one GM team to lead, model, advocate for and embed a whole-system approach to physical activity, creating the conditions within a healthy, green, socially just city region where everyone can move and live a good life.

Active places: Wherever you live, work and play

Our Commitment: To grow and spread place-based active approaches, environments and partnerships to create the conditions for an active life in localities, neighbourhoods and across the city region.



1

People, families, communities: Active Lives For All

Our Commitment: To work with and meet the needs of Greater Manchester people, families and communities, in all their diversity, to enable everyone to live an active life.

People, families and their communities are integral in creating the right environment, opportunity and motivation to becoming active. We know we need to do more to meet communities where they are today, develop our collective understanding of their priorities and challenges, and enable them to make sustainable changes to their habits and behaviours so they can lead a healthy, active life.



Think Family - “When looking at children’s physical activity levels we came to the conclusion that the best way to achieve a rise would be to involve families alongside their child. Throughout this year we have tried to find fun ways to get children and adults moving, firstly through pavement games on the walk to school then via the duck trail. The children’s ownership of this and input into designs made all the difference in making these true community events rather than something prescribed to them. We had huge impacts for both projects with evidence every day of huge numbers of people getting out and about and moving whilst also having fun.”

Mike, PE lead, Tameside

> Please note: click on the GM Moving in Action stories throughout the document to see the full story

Priorities:

- > Enable **children and young people** to lead active lives and to move every day with greater choice, say and independence in when and how they move in safe and age appropriate ways.
- > Create the conditions for **adults moving in everyday life**, designing into everyday habits, routines, activities and spaces; building on momentum to enable movement to become normal.
- > Celebrate an **active life in older age** in a way that is age positive and inclusive, dismantling systemic ageism, creating and embedding age-friendly language, structures, spaces, places and activities.
- > Be pro-active and targeted to **enable active lives for all**, regardless of age, race, sex, gender, sexuality, faith, disability, caring responsibilities, income, wealth or postcode. To include: developing **anti-racist culture and structures**; making facilities and infrastructure fully inclusive of **disabled people** and **people with long-term health conditions**; and increase opportunities for **low income families to be active**.

GM Moving in Action stories

Active Pavements

– Greenside Primary, Tameside, explored different ways to ensure that their children and families were active throughout the lockdown. In collaboration with the Public Health team in Tameside council, ‘Active Pavements’ was born – fun challenges or games that families could play whilst walking to school or standing in queues at the school encouraging the children to be active. Designs were drawn with chalk outside school – a curvy ladder, hopscotch type game, circles to jump in or a fun track for scooting.

The school have also developed active trails across their local parks to encourage more walking/ cycling. They used a duck template to set up a competition to design a duck and then laminated the winning duck, set up a QR code for the children to scan and encourage them to do an Active challenge when found.

School Streets in Greater Manchester

– Greater Manchester aims to have 50 School Streets by March 2022. They will help transform the school run, enable healthier lifestyles and tackle air pollution. A School Street is a road outside a school with restrictions on motor traffic at school drop off and pick up times.

The initiative will help make active travel the natural choice for the school run and enable tens of thousands of Greater Manchester children and families to breathe cleaner air.





2

Inclusive participation and access: Move your way!

Our Commitment: To widen access and participation in physical activity, sport and active travel to create a greater, more inclusive choice of ways to be active every day.

We want everyone in GM to be able to move, in whatever way works for them. Everyone has different motivations, capabilities and opportunities to move. We need to do more to tune in to what matters to people, what they like to do and to the realities of their lives, thereby widening the opportunities for them to move. By working together, we can ensure that moving, in whatever form – be that active travel, sport or exercising at home – is within easy reach of every person in GM. We want everyone to have the opportunity, the inspiration and the freedom to get moving and keep moving.



“Brisk walking has the greatest potential for increasing the overall activity levels of a sedentary population and is most likely to be adopted by a range of ages, socioeconomic and ethnic groups.”

Hillsdon and Thorogood

Priorities:

- > Move **physical activity, sport and leisure** within easier reach of people, increasing access, inclusion and participation of communities who are currently underserved and underrepresented.
- > Enable the greatest number of people possible to **walk routinely**, for pleasure, for travel, for themselves and for the environment, as a walking city region.
- > Champion a transformational growth in active travel, making **active travel** the natural choice for short trips. Helping to double and double again cycling trips and increase walking trips by one third by 2040.

Accelerate GM-wide progress to ensure people are **digitally supported to move more** at home and outside and via a local physical activity and sports offer, through a diverse and inclusive choice of on-line support, activities and services.

GM Moving in Action stories

GM Moving partners commitment on inclusion

GM Moving partners came together to agree clear commitments for action to increase inclusive access and participation in sport, leisure and physical activity.

GM Walking – The Greater Manchester Walking Ambition team was established in November 2018 with the Walking Ambition launched in February 2019. Significant success has been achieved so far.



‘Taking small steps for a walkable Greater Manchester’

GM Walking Animation

“A good stroll’s good for your northern soul. Find your way and see where it takes you.”

The GM Way



3

Active places: wherever you live, work and play

Our Commitment: To grow and spread place-based active approaches, environments and partnerships to create the conditions for an active life in localities, neighbourhoods and across the city region.

We recognise the different strengths, challenges and opportunities in different neighborhoods and communities and grow what's good. We work together with local people, statutory and voluntary organisations in place to co-design places, spaces and solutions that work for them. Testing, adapting and learning as we go.



“The fundamental question is to understand how working with, and in, places, we can address the stubborn inequalities that exist among the least active through community-led solutions.”

GM Local Pilot Process Evaluation

Priorities:

- > Create the **conditions within a place** to enable active lives for all, involving local people, growing local assets and addressing spatial inequities.
- > **Work together in place** for active homes, active schools, workplaces, community centres, services, anchor institutions and neighbourhoods.
- > Embed **good active design principles and best practice** into policy, practice and governance, designing active travel and active living into the built and natural environment.

GM Moving in Action stories

‘Streets for All’ – Greater Manchester’s new approach to planning the streets of Greater Manchester. Putting people first and re-thinking the role of streets. Helping create sustainable, healthy and resilient places and an improved quality of life for those who live, work and visit. To be supported by a Streets for All Strategy and Design Guide, and workforce development, building on the strengths of TfGM’s Bee a Champion programme.





4

Whole system integration: Build back fairer through active lives

Our Commitment: To work together as one GM team to lead, model, advocate for and embed a whole-system approach to physical activity, creating the conditions within a healthy, green, socially just city region where everyone can move and live a good life.

The GM Moving approach to increasing physical activity has learning to contribute to public service reform in Greater Manchester, to tackling structural inequalities in place and Uniting the Movement for more active lives across England. GM Moving can be a conduit to reduce inactivity and as a pioneer, connector and catalyst to help the wider system explore new ways of working to address societal inequality, environmental breakdown and to support and enable greater wellbeing for all.



“Give money to communities to feedback their own ideas, rather than impose, need to work better, more collaboratively with VCSE, can help introduce into gyms, offer pilot of taster sessions, time given just for them to access, groundwork to help people overcome mental health, to engage with next steps”

GM Moving and Poverty conversation

➤ Please note: click on the GM Moving in Action stories throughout the document to see the full story

GM Moving in Action stories

“A hard day’s work deserves a fair day’s pay.” One way GM Moving partners can support a more inclusive, sustainable economy is to join others in Greater Manchester in becoming a Living Wage Employer.



Priorities:

- Realise the potential of GM Moving to support **better individual and collective physical and mental wellbeing**, in both the short and longer term.
- Support **whole system integration centring around health, care and wellbeing in Greater Manchester neighbourhoods**.
- Work and lead alongside others to **dismantle structural and systemic inequalities** which stand in the way of a good and active life.
- Lead, learn, and move together to help develop as a mature, enabling **system for change**.
- Realise the potential of movement, physical activity and sport to support individual and collective **economic inclusion, wealth creation and an inclusive economic reset**.
- Increase the active participation of local people in civic life and **grow community power, assets and decision-making**.
- Play our full part to limit and respond to ecological breakdown, reducing carbon-emissions, increasing biodiversity and being **good ancestors for future generations**.
- Contribute to **‘Uniting the Movement’** across England, creating the conditions for an active nation to transform lives and communities through sport and physical activity.

“With Rod’s continued support, I’ve seen that when one door closes, another can open. I’m now a member of the bowling club, I’m doing a holistic health ‘Men Matters’ course, joining others on weekly walks and after a cooking lesson made my first ever meal (which my wife didn’t think was too bad).”

Patrick from Stockport shares his social prescribing story.

5

Culture change: Everyday moving

Our Commitment: To create the conditions for a cultural shift to make moving a normal part of every day for all.

Everyone moving, every day – whoever, wherever and whatever your way, the day, or the weather!



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> Please note: click on the GM Moving in Action stories throughout the document to see the full story

Priorities:

- > Use inclusive language, imagery, stories** to promote moving as a normal part of life for all. Be intentional about who, where and what is represented to speak to different audiences and celebrate role models who are commonly underrepresented in our media. Normalise moving for all, rather than ‘in and out groups’.
- > Dispel the notions that ‘car is king’ and the ‘weather is awful’** by challenging and shifting the myths and metaphors commonly used which are barriers to an active life.
- > We are ALL active souls,** help spread and grow the active souls/soles movement, encouraging each other to wear whatever footwear and clothing enables them to actively get about.
- > Challenge the assumptions and expectations that act as barriers to people moving,** such as level of knowledge or ability needed, or the need for specialist clothing and equipment. Create a more expansive and inclusive framing for moving, showing that it’s about moving in whatever way works for you, not *just* about ‘sport’.
- > Highlight the benefits of physical activity for our mood and mental wellbeing, both in the moment and in the longer term** as a way to connect, take notice, keep learning, give and keep active as five ways to wellbeing. Invite people to give things a go, to notice the benefits, to share and encourage others.

GM Moving in Action stories

Myth busting: Rainy Manchester?

‘Greater Manchester actually has slightly lower yearly rainfall than cycling utopia, Amsterdam!’ The newly developed TfGM active travel website is helping to bust the myth that ‘our weather is awful’ with facts, tips on how to ‘beat the weather’ and images and videos showing people getting out and active whatever the weather. Like Sarah – ‘Sarah cycles because she likes her independence and she doesn’t have to worry about finding a parking space. She has cycled through thunderstorms and lightning storms and every time her ‘trusty steed’ has got her home.’

#ActiveSoles and #ActiveSouls – A new cultural norm is born.

The Active Soles movement has shown that the small things are sometimes the big things, and changing the way we think, changes the way we feel and behave. Like the ‘expectation’ and cultural norm that professional, successful women wear high heels to work.

“There’s no such thing as bad weather, just the wrong clothing.”

Chris Boardman, Cycling and Walking Commissioner for Greater Manchester

Language matters: Using inclusive language.

#Reeltalk film by 42nd Street: 42 Manifesto

GM Moving In Action: Imagery matters:

- Older people.
- GM Active Ageing Programme
- Greater Manchester Older People’s Network

Making things happen – The Greater Manchester way!

There is a clear ask for action from people across Greater Manchester and a growing recognition that how things happen is as important as what happens.



Our catalysts: Accelerating system change

We have learnt that if we invest in and pay attention to the following, this will speed up the rate of change across the whole system to enable more active lives.

- > **Engage and involve communities** to co-design, co-coproduce, co-deliver and ultimately own sustainable and realistic solutions that enable active lives for all.
- > **Shape and share powerful public narrative and communications** that engage and resonate with system-wide and community audiences through positive messaging, imagery, language and stories.
- > **Develop people and leadership**, realising the power and potential of a movement of people that is reflective of the population, to inspire, engage and support people to live more active lives.
- > **Create a learning culture and evidence-led practice**, where gathering, understanding and using data, insight, evaluation and learning are seen as a valued, integral part of everyone's role.
- > **Harness digital technology** to gather and share data, grow insight and learning, test and learn, innovate, connect, signpost, and grow local resources and say in decision-making.
- > **Attract, pool and unlock sustainable investment** which is well aligned with GM Moving priorities and approach, and targeted effectively to grow community assets and best support the least active people to move more.



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Our core principles: our values in action

The following core principles have emerged as the bedrock of the GM Moving approach.

- > **Person-centred** – enabling people to move their way, recognising moving matters to all of us for different reasons
- > **Start with what's strong** – spreading and growing what's good, building on strengths, working with the whole person and whole place
- > **Everyone has a role to play** – creating the conditions for people to learn, share, lead, advocate and move together
- > **Equal, diverse and inclusive** – putting out mantra of 'Nothing about us, without us' into practice. Being honest and building trust
- > **Creating the conditions** – through whole system working and enabling system change, culture change and behaviour change for more active lives
- > **Targeting resources** – towards the people and places that need them most, taking a community-centered approach to address marginalisation and powerlessness
- > **Evidence-led** – paying attention to names and numbers; statistics and stories; hard (tangible) and soft (less tangible) indicators of change
- > **Sustainable** – acting responsibly for future generations and the planet



“It's about looking for and working with the whole person not the hole in the person”

Nasrine Akhtar, Awakening Minds CIC,
GM Community Power conversations

GM Moving In Action stories

GM Moving Systems Leadership programme 2020-21: Everyone is a Leader

“I’m not a leader, I’m quite low down in the pecking order”.

This programme, which ran 2020-21, was designed to help grow leadership capacity, building on the GM Moving principle that ‘everyone is a leader’. Included sessions on: Values and Leadership, Values and Story Telling, Introduction to Systems Leadership, Public Narrative and Systems Leadership Behaviours.

“I would have given up and that would have been the end of it, but I was able to talk through the issue I was having and they encouraged me to see it from a different perspective. I used some of the coaching techniques and we ended up doing a really good piece of work together.”

“We have been able to connect virtually with three young people, aged 14-25 and support them to play an influencing role among their peers, family and community about being more active. A package of training also equipped the young people with information around nutrition, safeguarding, Council services and Covid-19 and supported them towards sport leadership qualification.”

Active Communities Network, supported through the Tackling Inequalities Fund



Our learning

Understanding what makes change happen in complex systems is critical to take us forward together. We use a range of models and frameworks to help guide our work, building on GM Moving evaluation and learning over the past four years.

We deliberately develop a learning mindset, encouraging each other to reflect and sense-make together and to adapt and evolve our how to take on board further learning, from our experiences and from elsewhere e.g. on movement-building, human learning systems and enablers of transformational change.

This learning journey will continue to be shared, openly, through conversation, events, blogs, videos, and the GM Moving website.

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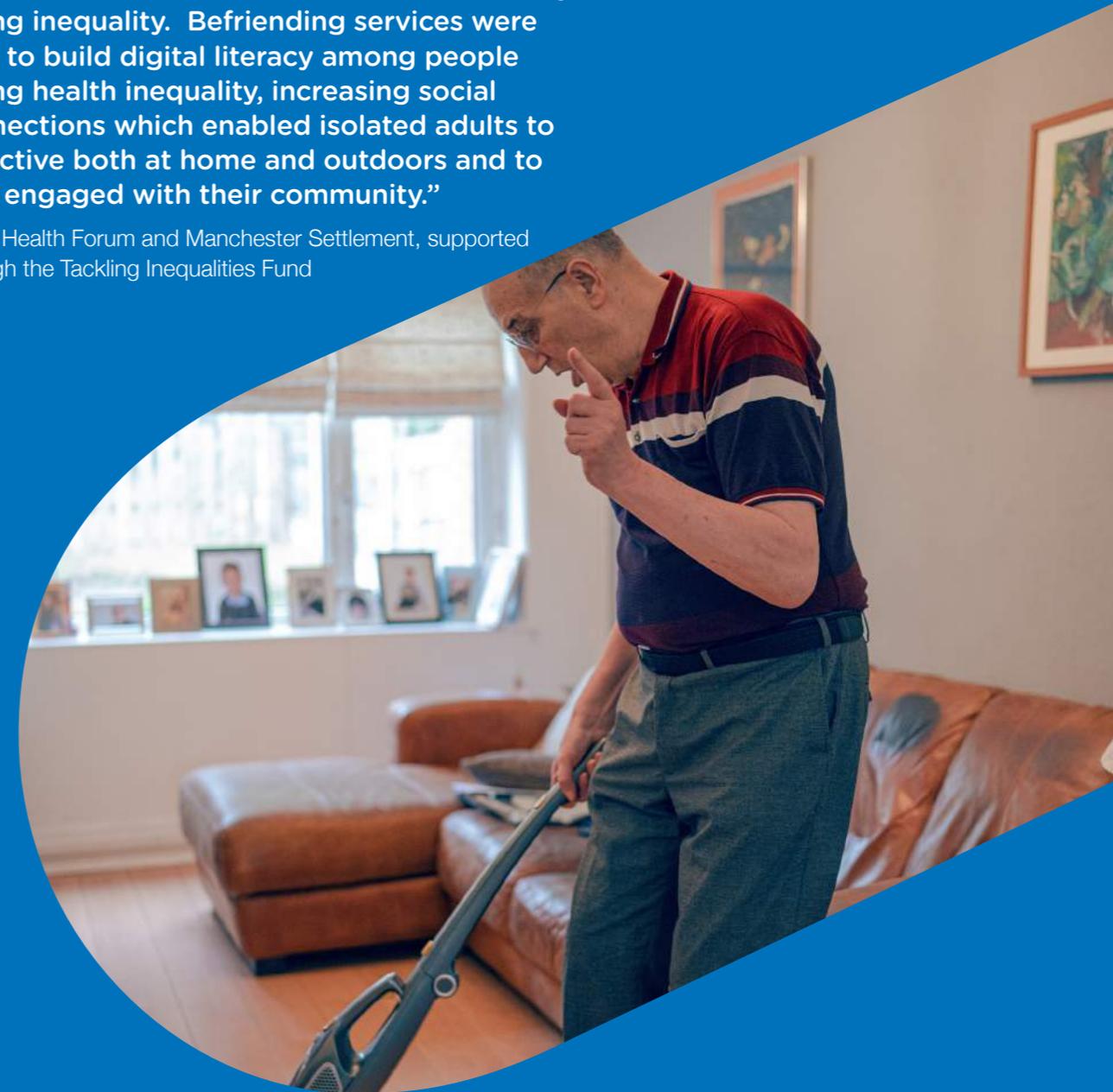
Pointers for leadership practice Working in complex systems

The Pointers for Practice continue to serve as a guide for us all in the various roles we play as part of the GM Moving movement. They support whole system working and change – helping us all to lead through challenging and complex problems.

GM Moving In Action stories

“Funds were invested in trusted local people who able to reach out to the wider community facing inequality. Befriending services were able to build digital literacy among people facing health inequality, increasing social connections which enabled isolated adults to be active both at home and outdoors and to stay engaged with their community.”

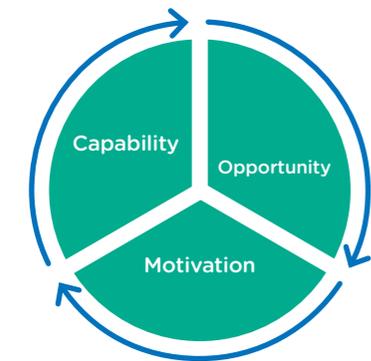
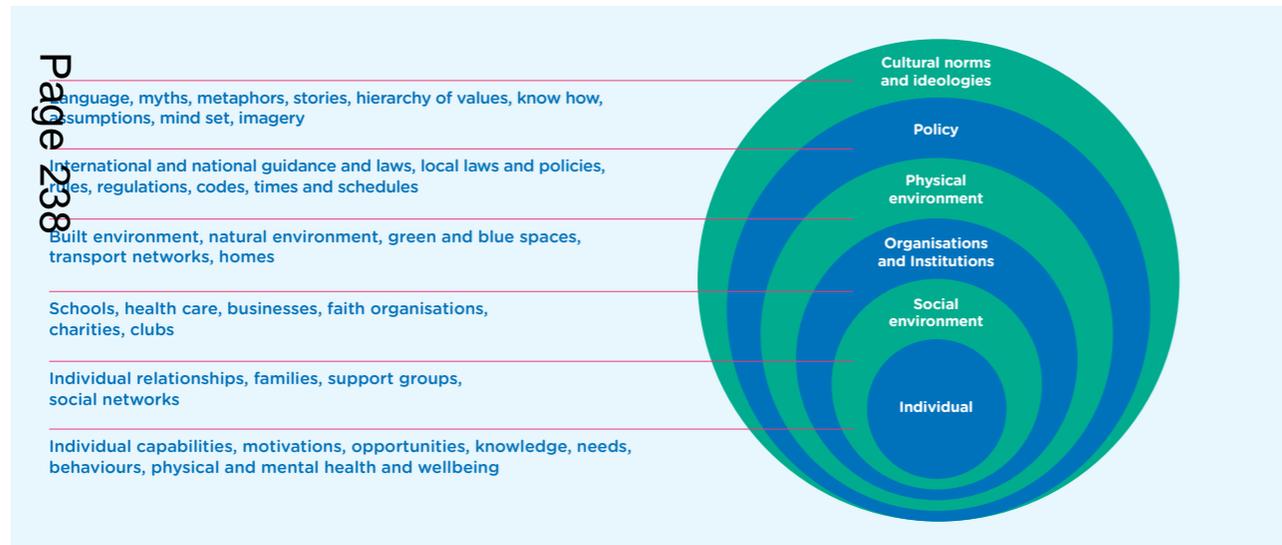
Black Health Forum and Manchester Settlement, supported through the Tackling Inequalities Fund



A whole system approach Supporting system change

There's no silver bullet to increase activity levels and reduce inequalities. We take a whole system approach, working together to align all of the key influences on whether or not someone is active. The socio-ecological model helps us to do that, guiding us through the multiple layers that make up the system and influence how much we move.

Population level change requires 'whole system' approaches



Our approach to behaviour change

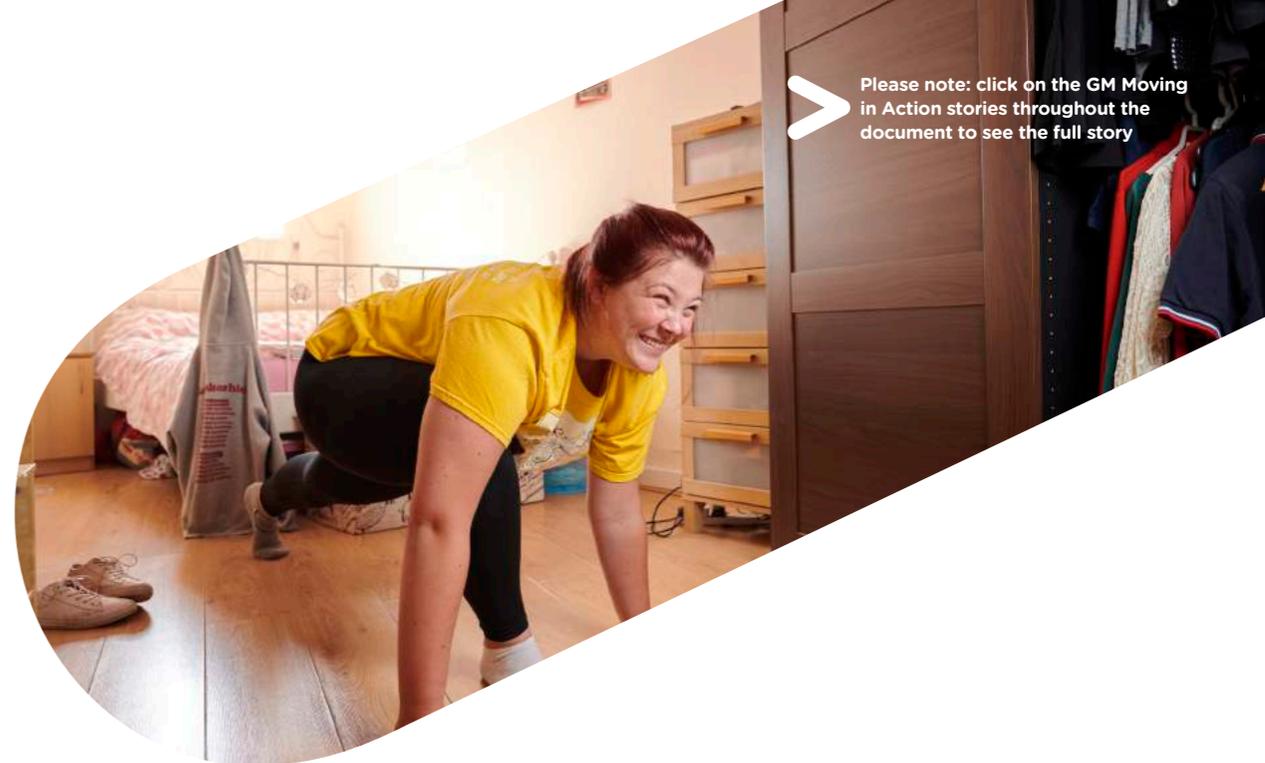
Telling people that moving is good for them and encouraging them to move more, is not going to make the change needed. We promote a person-centred approach to understanding differences in **capability, motivation and opportunity**.

Enablers for change Creating the conditions

We've learnt that the following enablers are key to creating the conditions needed across the system for more active lives.



Measuring progress



What will success look and feel like?

When we look back from 2031 to today, we want to be able to celebrate an acceleration of progress, change and impact, shaped and informed by what we had learnt as we journeyed from the Blueprint of 2015, through the Plan of 2017, to GM Moving in Action 2021-31.

Our aspiration is that we won't need a GM Moving Strategy in 2031 because active living is so embedded into everything, stitched into the fabric of Greater Manchester; from housing to justice, transport to education, urban design to work, health and care to civil society.

The next phase is growing the movement; broadening, deepening and strengthening. Making it happen on the ground. Together, we are shifting the balance of the conversation; from strategies and plans, to action. Making it real, relevant and rooted in people's lives and experiences. With people, communities and organisations across the system. Maintaining universal support but channeling resources in a targeted way to those who need it most.

Measuring progress

How will we know if we are collectively moving in the right direction?

Culture change, system change and behaviour change can be observed, 'measured' and captured in multiple ways, and it is critical to look at outcomes as well as outputs. Some things can't be easily counted but they are equally important to understand; such as the growth of shared purpose, commitment and collective action towards a common goal. Changes in the way the system is operating, the way that people are working, the level of connectivity and collaboration and a growing sense of common purpose and alignment are key enablers of change. There have been significant milestones and steps forward in this work, captured in our evidence and evaluation.

“We know from evidence about system change, that it is important to celebrate what is good; to shine a light on it, so that learning can be shared and the good stuff can grow”

Hayley Lever, Exec Lead GM Moving and CEO GreaterSport

We want to know names and numbers, stats and stories.

Stories inspire others, statistics influence others

The ambition and commitments set out in this strategy are underpinned by more detailed action plans setting out key steps forward for each priority area. These will continue to develop as a living route map to include a set of 1-3 year signposts for us to collectively sense check and re-orient around milestones for us to collectively measure progress against, to include a combination of quantitative assessment (what can be easily counted and measured) and interpretation (what can be felt and observed, e.g. relationships built, conditions created, cultural and systemic shifts); short and long term indicators.

Indicators of change across our priority themes

- > **Active lives** – inequality gaps in activity levels are closing and an overall reduction in percentage of Greater Manchester population currently classed as 'inactive' doing less than 150 minutes of activity a week.
- > **Participation and inclusion** – Increase in participation of previously underrepresented groups in opportunities to be physically active including active travel, sport and leisure.

- > **Place based-working and active design** – An increase in activity levels, participation, collaboration and good design for more active lives, in targeted neighbourhoods illustrated by stories of local people.

- > **System conditions** – The enablers and conditions for active lives are growing and spreading. Broadening involvement and advocacy for active lives, new faces/ organisations in different rooms/ conversations, and physical activity embedded in policy, plans and discussions across whole system.



Join in

It is time for deeds not words. We have seen how both small individual and big collective acts matter to this mission. The vision and commitments in this strategy need to be translated into action at all spatial levels, across the life course, and in every agenda for change and social justice.

Everyone can play a part. There are a wide range of roles that people play within the movement, e.g. as influencers, story-tellers, doers, analysts and disrupters. People play a role in both a personal and professional capacity, both are of equal value. Our collective diversity and experiences as people, communities and organisations brings strength and enriches the journey.

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There are lots of ways to get involved and join the movement

- > Keep moving!
- > Inspire others – share, online or in conversation, why moving matters to you, the many ways you like to move and what helps you to move more.
- > Help others to move more – ask someone else, a neighbour, family, colleague, friend, patient, what matters to them, how they would like to get moving more, and how to best support.
- > Be a GM Moving advocate – help to unite and grow the movement, e.g. put moving on the agenda in your work or community, share stories and statistics that may inspire and influence others.
- > Collaborate with others – find new ways to learn, lead and move together to help create the conditions for an active GM.
- > Access the power of GM Moving – connect, in person or via the website and social media to access the resources, information and network that exist to help you and others in GM to design moving into everyday life in GM.

How to join in

Share information and inspiration



Write into your policies



Signpost to information



Advocate



Put moving on the agenda



Help others



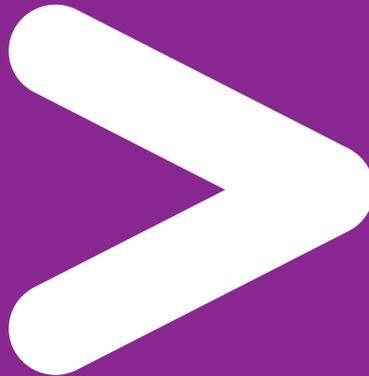
Share stories



We are all GM Movers and Shakers, it's who we are and it's what we do!



Learning, leading and moving together



More information
www.gmmoving.co.uk
info@gmmoving.co.uk

#GMMoving

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Greater Manchester Combined Authority

Date: 17 December 2021

Subject: GM Moving In Action - GM Moving Strategy 2021-31

Report of: Andy Burnham, Mayor of Greater Manchester and Steven Pleasant Portfolio
Lead Chief Executive for Healthy Lives & Quality Care

Purpose of Report:

To provide GMCA with the final draft of the GM Moving in Action Strategy to endorse, with thanks to all partners for their contributions.

Recommendations:

The GMCA is requested to:

- Endorse the Strategy and the approach set out, for local authorities and other partners across the system to enact.
- Recommend that senior leaders from across Greater Manchester agencies continue to provide visible strategic leadership on this agenda at the highest level.
- Recommend that Local Authority senior leaders provide ongoing support to their district integrated locality teams and local networks, supporting culture change, system change and behaviour change.
- Recommend that Local Authorities facilitate a meeting of key strategic leaders across the integrated system in each district in 2022.

Contact Officers

Steven Pleasant, Chair GM Moving Exec Group, Chief Exec Tameside MBC and Accountable Officer Tameside and Glossop CCG. steven.pleasant@tameside.gov.uk

Hayley Lever, Exec Lead GM Moving and CEO GreaterSport: hayley@gmmoving.co.uk

Eve Holt, Strategic Director, GM Moving: eve@gmmoving.co.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	Word Count
Equality and Inclusion	G	The strategy sets out key commitments for increasing equality, equity and inclusion	12
Health	G	The strategy goal is Active Lives for all, improving physical and mental health of population	15
Resilience and Adaptation	G	The strategy includes commitments to enhancing climate resilience and adaptation	10
Housing			0
Economy	G	The strategy includes commitments to good jobs, an inclusive economy and economic inclusion	13
Mobility and Connectivity		The strategy includes commitments to enabling walking, cycling, wheeling and active travel and to spreading and growing active design	19
Carbon, Nature and Environment	G	The strategy includes commitments to net-carbon ambitions and enhancing natural environment	11
Consumption and Production			0

Carbon Assessment				
Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/Industrial	N/A			
Transport				
Active travel and public transport				
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	#####			
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

Risks will be identified and managed throughout the work, within each of the priority areas, by the organisations leading specific work strands and programmes.

Legal Considerations

There are no specific legal considerations to the GM Moving in Action plan as a whole.

Financial Consequences – Revenue

There are no specific financial consequences to the GM Moving in Action plan as a whole.

Financial Consequences – Capital

There are no specific financial consequences to the GM Moving in Action plan as a whole.

Number of attachments to the report:

2 (GM Moving In Action Strategy and Slide Deck)

Comments/recommendations from Overview & Scrutiny Committee

n/a

Background Papers

[Uniting the Movement \(Sport England's national strategy\)](#)

[Global Alliance for Physical Activity: Investments that Work.](#)

Greater Manchester Strategy

[Independent Inequalities Commission 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

n/a (strategy included in papers going to the Transport Committee on 10 December 2021 as part of a GM Moving update report on Active Travel and Over 50s)

Overview and Scrutiny Committee

n/a

1. Introduction

1.1 GM Moving in Action is our Greater Manchester strategy for physical activity. It is shaped and powered by GM Moving, our 'movement for movement'.

1.2 Everyone has a role to play in GM Moving; people, communities and organisations, from every sector and place across the city region, pulling in the same direction and with a shared goal to help people move more. We're united by a shared passion and commitment for what we do, why we do it and how we do it.

1.3 This document, '[GM Moving in Action](#)', is our strategy for doing this, setting out what we'll do to get people moving more by designing moving into everyday life. Helping people move a little more, making it easier to be active and a natural part of how we all live, travel, work and play in Greater Manchester.

1.4 It is also a call to action, to the people of Greater Manchester, to join in on this quest. To support good lives for all in Greater Manchester. For a happier, healthier, more connected Greater Manchester.

1.5 This [short video](#) brings the GM Moving in Action mission to life and is a call to action in our leadership, community and family life.

1.6 Over 2,000 people were involved in the development of this strategy. [Click here](#) to learn more about the engagement process and what was learnt along the journey.



2. GM Moving in Action Framework

> Our Mission

- Active lives for all

> Our 5 key priorities

- People, families and communities
- Inclusive participation and access
- Active places
- Whole system integration
- Culture change

> Our 7 catalysts

- Involving & engaging
- Marketing & comms
- Investment
- Governance
- Digital access & innovation
- Learning, research & insight
- Leadership & workforce



> Our ways of working

- Values-led
- Whole system
- Movement-building
- All leaders
- Enabling change
- Learning together

> Key outcomes

- Physical & mental wellbeing
- Individual development
- Social & economic inclusion
- Strong communities
- Environmental sustainability



Enablers

How we create the conditions:

- Involving local people & growing assets
- Strategic leadership enabling collective leadership
- Effective work across & between sectors
- Transforming governance & processes
- Learning & adapting

2.1 This visual captures our shared mission, key priorities, the catalysts, our collective ways of working, key outcomes and enablers. These all align to the priorities and principles of the Greater Manchester Strategy, and this plan will be a key building block for delivering on our shared GM outcomes.

2.2 The strategy comprises two things:

- A [core strategy document](#), outlining how we got here together, why moving matters more to people, communities and our shared work as we continue life in the pandemic, and what we'll do next together.
- A new [GM Moving website](#) which provides detailed plans for each priority; the latest GM Moving insight, data and evaluation; stories, articles and case studies; and a space for each of the ten localities to share how the whole system approach to Active Lives for all is being led in their integrated local system.

3. Where are we now, and where next?

3.1 The strategy was shared at an [online launch and conference event](#) in September, with over 400 people and a range of community, locality, Greater Manchester and national leaders supporting sessions on the strategy. These included panel discussions on the collective leadership required, with Andy Burnham, Jaweeda Idoor (GMHSCP), Pritesh Patel (Bury Council) and Tim Hollingsworth (CEO Sport England) and the learning that can inform our approach to the next phase of GM Moving, with the GM Moving evaluation partner.

3.2 Since the launch, each priority within the strategy is being progressed, with leadership coming from across the whole system, under the GM Moving Executive Group. This group comprises members from GMCA, GMHSCP, TfGM, 10GM, GM Active, GreaterSport, Sport England. A review of governance has taken place to ensure that the group can lead effectively into the next phase.

3.3 [GreaterSport](#), the Active Partnership for Greater Manchester, continue to play a pivotal role in leading, supporting and connecting partners across the system in a distributed and collective leadership model. They have launched their [business plan](#) in support of GM Moving, with detailed priority plans for each area of the strategy, ensuring that the collective leadership model is well serviced and supported. The strategy is well aligned with Sport England's new 10 year strategy '[Uniting the Movement](#)' and Sport England's commitment to Greater Manchester continues to be strong.

3.4 All members of the GM Moving Executive Group have [outlined their role](#) in GM Moving and are leading across priority areas, for example, [GM Active](#) will launch their strategy in support of GM Moving and Uniting the Movement, in January.

3.5 As we continue the implementation phase, we will continue to lead and learn together, with our evaluation partners providing objective, real time learning with embedded researchers in every locality.

4. The Call to Action for GMCA leadership

4.1 A key priority in this phase is the engagement of strategic leaders in each locality, to build on the fantastic work so far, and to support recovery from the impacts of the pandemic.

4.2 The GMCA is requested to:

- Endorse the Strategy and the approach set out, for local authorities and other partners across the system to enact.
- Recommend that senior leaders from across Greater Manchester agencies continue to provide visible strategic leadership on this agenda at the highest level.
- Recommend that Local Authority senior leaders provide ongoing support to their district integrated locality teams and local networks, supporting culture change, system change and behaviour change.
- Recommend that Local Authorities facilitate a meeting of key strategic leaders across the integrated system in each district in 2022, which can be supported by Hayley Lever and Eve Holt.

5. Measuring progress and outcomes

5.1 The GM Moving ambition is Active Lives for All by 2031. Indicators of change are being developed across the five priority themes set out in the strategy. Names and numbers, stats and stories are all important indicators of change.

5.2 The key indicator (incorporated into the performance framework for the Greater Manchester Strategy) is the % of people who are active or fairly active (Source: Sport England Active Lives survey).

5.3 Further indicators of change to be measured across priority themes:

- **Equity and equality** - Narrowing inequality gaps in activity levels across Greater Manchester communities. Monitored through spatial disaggregation by locality and data on participation in physical activity to include demographic disaggregation by



age, sex, disability, ethnicity and broad socio-economic classification (other demographic characteristics will be monitored where possible). Evidence on trends will be central to reporting, in order to inform the targeting of activity and resources to ensure a narrowing of the gaps.

- **Participation and inclusion** – Increase in participation of previously underrepresented groups in opportunities to be physically active including active travel, sport and leisure.
- **Place based-working and active design** – An increase in activity levels, participation, collaboration and good design for more active lives, in targeted neighbourhoods illustrated by stories of local people.
- **System conditions** – The enablers and conditions for active lives are growing and spreading. Broadening involvement and advocacy for active lives, new faces/ organisations in different rooms/ conversations, and physical activity embedded in policy, plans and discussions across whole system.
- **Cultural shifts** – Changes toward more inclusive and expansive language, imagery, stories, metaphors, values across the system to make active lives feel attainable and attractive to everyone.

6. Conclusion

6.1 Engagement in physical activity underpins better health outcomes, improved mental health and wellbeing, and aligns to GM’s active travel and low carbon ambitions.

Why moving matters



> £4 for every £1 spent

Is the Social Return on investment in sport and physical activity.

> £9.59bn

Amount generated in England by improved physical and mental health.

> £14.22bn

Amount that contributes nationally to enhanced social capital.

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Greater Manchester's Physical Activity Strategy

Greater Manchester
Moving > ^ < v

GM Moving in Action 2021-31

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Why Moving Matters

Greater Manchester
Moving > ^ < v



Physical health and wellbeing



Adding life to years and years to life. Benefits include reduced risk of long-term health conditions.



Mental health and wellbeing



Helps lift the mood, releasing 'feel-good' endorphins, and supports long-term mental health.



Individual development



Increases school readiness, educational attainment, self-esteem, productivity and independence. Supporting social and economic inclusion.



Social and community development



Increases social trust, belonging and community participation. Improves road safety, quality of life, environment and place. Reduces loneliness.



Economic development



Generates good employment, community wealth building and productivity at work. Saves money to the public purse and reduces sickness absence.



Environmental sustainability



Promotes more sustainable living, travel and places. Contributes to decarbonisation, cleaner air and a greener, healthier environment.

> £4 for every
£1 spent

Is the Social Return on investment in sport and physical activity.

> £9.59bn

Amount generated in England by improved physical and mental health.

> £14.22bn

Amount that contributes nationally to enhanced social capital.

Strategy Framework

- > **Our Mission**
- Active lives for all

- > **Our 5 key priorities**
- People, families and communities
 - Inclusive participation and access
 - Active places
 - Whole system integration
 - Culture change

- > **Our 7 catalysts**
- Involving & engaging
 - Marketing & comms
 - Investment
 - Governance
 - Digital access & innovation
 - Learning, research & insight
 - Leadership & workforce



- > **Our ways of working**
- Values-led
 - Whole system
 - Movement-building
 - All leaders
 - Enabling change
 - Learning together

- > **Key outcomes**
- Physical & mental wellbeing
 - Individual development
 - Social & economic inclusion
 - Strong communities
 - Environmental sustainability



Shifting all the influences....

Language, myths, metaphors, stories, hierarchy of values, know how, assumptions, mind set, imagery

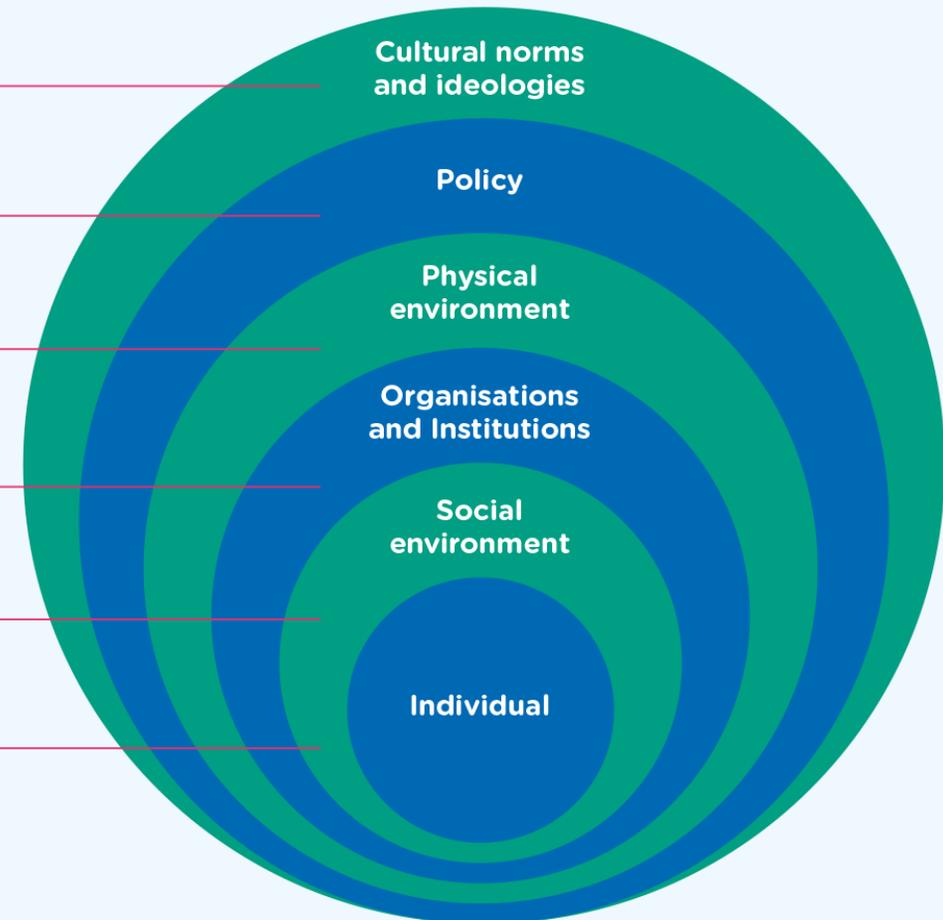
International and national guidance and laws, local laws and policies, rules, regulations, codes, times and schedules

Built environment, natural environment, green and blue spaces, transport networks, homes

Schools, health care, businesses, faith organisations, charities, clubs

Individual relationships, families, support groups, social networks

Individual capabilities, motivations, opportunities, knowledge, needs, behaviours, physical and mental health and wellbeing



Creating the conditions for an Active GM

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Enablers

How we create the conditions:

- Involving local people & growing assets
- Strategic leadership enabling collective leadership
- Effective work across & between sectors
- Transforming governance & processes
- Learning & adapting

Key asks of leaders across the Combined Authority:

- Continued visible strategic leadership on this agenda at the highest level, to enable collective leadership in your place.
- Provide ongoing support to your integrated locality teams and local networks as they continue to play their part in supporting Active Lives for All.
- Facilitate a meeting of key strategic leaders across the integrated system in your place, in the New Year, which can be supported by Hayley Lever and Eve Holt.



GMCA

Date: 17th December 2021

Subject: Devolved Adult Education Budget - Proposed Priorities and Approach for 2022/2023 onwards

Report of: Cllr Bev Craig: Leader MCC- Portfolio Lead for Digital, Education, Skills, Work and Apprenticeships

Purpose of Report

The purpose of the report is to provide Members with an overview of:

- Progress against the planned priorities since the inception of GM's devolved Adult Education Budget (AEB) programme since August 2019.
- Outline the proposed process for continuing plan-led grant funding agreements and extension to the procured contracts for 2022/2023 (academic year).
- Outline the proposed refreshed objectives for the Adult Education Programme, in preparation for implementation from 2022/2023 (academic year).

Recommendations:

The GMCA is requested to:

1. Consider and note progress against the planned priorities (section 2)
2. To agree to the proposed process for continuing plan-led grant funding agreements and extension to the procured contracts for 2022/2023 academic year, (section 3).
3. To agree to the proposed refreshed objectives for the Adult Education Programme, in preparation for implementation from 2022/2023 academic year, (section 4).

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 Impact, Carbon and Sustainability Assessment:

Completed and attached - GMCA Co-Benefits Decision Support Tool Export AEB reports.docx / GMCA_Co-Benefits_Decision_Support_Tool AEB report.xlsm

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 legal support 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. There are no financial decisions to be taken within this report.

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

14. Devolution of the Adult Education Budget (October 2018) [Economic Development \(greatermanchester-ca.gov.uk\)](http://greatermanchester-ca.gov.uk)

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? No

GM Transport Committee

Not applicable

Overview and Scrutiny Committee

10th December 2021

1. Introduction/Background

The Adult Education Budget (AEB) is a single budget stream bringing together adult further education (all 19yrs+ provision with the exception of apprenticeships/traineeships), community learning, and discretionary learner support. The AEB is intended to fund provision which supports the local labour market and economic development. In particular, it focuses on ensuring that adults have the core skills that they need for work, including guaranteeing a number of statutory entitlements relating to English, maths and digital skills, as well as first Level 2 and 3 qualifications and English for Speakers of Other Languages (ESOL).

It is one part of our education, skills and work support landscape in Greater Manchester, which brings together large-scale national programmes managed and funded by various central government departments, devolved/co-commissioned activity developed and commissioned at GM level, and smaller scale targeted activity focused on priority cohorts, sectors and geographies (funded variously at national, GM and LA levels).

The GM ambition is to bring all of this activity together to create an integrated education, skills and work system through strategic leadership and commissioned services and programmes that will ensure:

- Young people leave education and training ready to succeed in the labour market, with a balance of academic, technical and 'life ready' skills.
- Adults can acquire the skills, mindset and support they need to fulfil their career potential and adapt to changing employer needs throughout their lives, from entering employment for the first time through to highly skilled careers and retraining.
- Employers have access to a system that is flexible, resilient and adaptable, and which meets their needs in the rapidly changing 21st century world of work, driving a sustainable economic future for GM in which companies compete on the basis of high productivity, good quality work, and excellent employment practices.
- Residents are supported by a welfare system, under Universal Credit, that provides access to good work for those who can, support for those who could, and care for those who can't.

The refreshed GM Adult Skills Programme is a key part of that integrated system and one which, through alignment with our devolved employment support programmes and health & social care functions/funding, can deliver real change that is simply not possible at national level. As this report sets out, this change is already happening, despite a complex backdrop which includes a programme of national policy change linked to the *Skills for Jobs* White Paper and other factors.

Whilst the pace of change has inevitably been impacted by the circumstances of the pandemic, the core priorities for AEB have not fundamentally changed. Rather, the refreshed priorities below are about refining the way that we use it to tackle inequalities,

equip people for life and work, and help our residents to progress in learning and into/within employment.

GMCA receives an annual budget every academic year (August to July) of approximately £96million, with the final allocation determined each January prior to the start of the academic year.

For Greater Manchester, the principal purpose AEB is defined as being “to engage adults and provide them with skills and learning needed for work, an apprenticeship or further learning” as well as the AEB should “deliver high quality provision which leads to demonstrable improvements in opportunities, positive outcomes and clear progression pathways for Greater Manchester residents, with a clear line of sight into the local labour market and future economic opportunities”.

At the outset of devolution in August 2019 GMCA were keen to strengthen the strategic focus of education, work and skills provision for adults – recognising the important and proactive role that should be played by skills providers as key strategic planning and delivery partners at the heart of the economies, places and communities they serve. Devolution has given us a unique opportunity to ensure that local authorities, colleges and training providers are far more than passive recipients of funding.

As part of that long-term journey of change that would deliver positive outcomes for the region’s residents the following priorities were set:

- Closer Working with Providers - 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.
- Place-based Approach - To 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.
- Response to Employer Needs - To 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.
- Barriers to Adult Education - To gain 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.
- To shift the focus of AEB funding away from the traditional view that it is simply there for ‘second chance’ essential skills, towards one that also supports businesses and residents to keep pace with changes in the labour market and the global economy at all levels.
- Utilising skills providers as key strategic planning and delivery partners – recognising the important proactive role that is played by skills providers, contributing to the impact aimed towards our communities, places and economies.

2. Progress against the original priorities

For us to understand what is needed to progress AEB for the next phase, GMCA needed to understand what progress has been made against the original priorities laid out above,

whether the pandemic had an impact on what was achieved or not, and to also review what other measures were put in place as a result of the response to the pandemic.

2.1 Closer Working with Providers

Since devolution GMCA has made progress in rationalising and simplifying the provider base from over 300 providers before devolution to the 36 engaged now, as well as approximately 70 supply chain providers. This change was necessary in order to build stronger relationships with our skills providers and ensure that there is a stronger focus on GM employer needs through their delivery, moving away from a wholly resident demand led programme that did not always deliver positive outcomes and progression.

GMCA has built positive relationships with individual providers, and this has enabled **easier connectivity for local stakeholders to understand which skills providers they are able to work with**, rather than under a national approach, skills providers would have 'dropped-in' to a local area at any time, and hence disturb the existing relationships and inevitably duplicated existing skills offers, which confused residents and local stakeholders.

There is still work to do, to better understand learner journeys and obtain clear data on learner progressions and employment outcomes. This work was, to an extent, superseded by the urgent need for a response to the pandemic. Moving forwards, GMCA will begin the development of a range of expectation and standards for skills providers across GM, which relate to positive outcomes and progressions for GM residents accessing adult skills delivery.

2.2 Place Based Approach

Progress has been made in getting skills providers to deliver a place-based skills offer which is responsive to the strategic priorities identified by GMCA. To do this, strong emphasis has been placed on working closely with all ten local authorities in GM to ensure that they have a key role in influencing the provision which is available to residents.

Through the Locality Strategy and Partnership team, GMCA have been able to work closely with all local authority leads for employment and skills on a regular basis to ensure all education, skills and work programmes are closely aligned to local requirements and are informed by stakeholder feedback.

Linkages and connections have been made through local networks bringing AEB skills providers in to contact with other local stakeholders including other local and GM wider employment and skills programmes.

In Salford AEB providers have joined the Salford Information Advice and Guidance (IAG) network, **linking over 100 organisations** across the borough to support skills, wellbeing and employment opportunities and wrap around support for Salford residents.

As GMCA continues to progress these priorities, aligning AEB skills providers delivery plans to local work and skills plans/ strategies will be a key step, with an initial focus on those AEB skills providers who receive grant funded allocations.

2.3 Response to Employer Needs

Since the introduction of the Education, Skills & Work - Sector Skills Intelligence Team's work began, the AEB Programme **Page 261** utilising the intelligence and new

knowledge to help inform the how AEB funding can be used to deliver relevant and appropriate skills which meet the needs of employers as well as ensuring residents are better equipped for employment, particularly where this is in sectors which have occupations which are difficult to recruit for.

The joint work enabled GMCA to launch a GM Local Level 3 offer. The offer is a specific list of qualifications available to all GM residents aged 19 and over, regardless of employment status or income or whether it is their first or second level 3 qualification. The list of Level 3 qualifications range across the GM LIS key growth and foundational economy sectors, as well as employment sectors which have been impacted upon by the pandemic.

The AEB funding is used to support qualifications across the following sectors and occupational areas as the list continues to be developed and reviewed accordingly to fit the needs of GM's economy:

- Building & construction
- Health & Social Care
- Logistics
- Engineering
- Digital

GMCA will continue to ensure the list addresses the need to focus on certain elements of sectors, such as developments within the build & construction sector relating to 'retrofit' by funding courses / qualifications which provide the necessary skills, i.e. through the installation of more energy efficient heating and electrical systems.

The AEB funding has also been able to support other targeted sectors and respond to recruitment gaps such as supporting the **training offer for HGV driver qualifications and this has been in place since February 2021**, due to a flexibility request from a number of the AEB skills providers and hence in normal circumstances the AEB would not have funded this type of training, and GMCA provided the flexibility so that as an area would could respond to the growing need for additional HGV drivers, although this has been hampered by the reduced access to medical and driving test facilities for these learners across GM.

2.4 Barriers to Adult Education

The key focus of this priority was to not only understand the barriers residents face, however, to put in place measures and solutions which could encourage and support residents into adult learning.

Towards the end of 2019/2020, the AEB team developed a grant programme to support all ten local authorities and investing £1.5million across all the local areas, to help in them support residents overcome barriers to accessing skills training through a range of specific local initiatives.

These initiatives or projects were implemented during 2020/2021, and specifically focused on three key strands and not to offer additional learning or training to residents:

- Alleviating Barriers to Adult Education
- Digital Inclusion
- English to Speakers of Other Languages (ESOL)

Each element benefitted from £50,000 per LA area, and each LA designed initiatives which focused on what they needed and not necessarily a one size fits all, with the

exception of the development of a GM wide ESOL Advice Service, which was building on a previous programme which simplified and reduced duplication for those residents who needed to learn English, i.e. one assessment of need and one waiting list to access relevant and suitable courses.

The GM ESOL Advice service, has enabled **6 of the LAs to collaborate** during 2020/2021, with Manchester City Council leading the co-ordination and so far this has achieved the following results – **over 5000 referrals to the service** (including from Jobcentre Plus), over 4,500 assessments completed and 2,300 learners directly engaging in learning. The next stage of the service is to expand it fully across all the ten areas, with the other 4 LAs, either being incorporated into the model during 2021/2022 or by the start of 2022/2023.

Education, Skills & Work Directorate have been working together to look at other aspects of how GM wide programmes could be more closely linked, and although there is always the ability to refer residents across programmes, these are only usually requirements within the funding / provider guidance documents. GMCA's AEB and Working Well programmes have collaborated to ensure better access to skills support for Working Well clients who are out of work and in need of a relevant skills or training intervention.

Connectivity between the programmes is underpinned by the 'Living Well' social prescribing platform (elemental) which enables **standardised and safer referral pathways**, an accessible menu of support offers to GM keyworkers alongside a ground-breaking level of referral data/intelligence about the needs of our GM residents and how they are met with support.

GMCA are continually looking at how progress of residents accessing these two services is reported and measure the impact this makes, and aiming to understand more of which elements are working will then enable better commissioning of skills in the future.

2.5 Shift away from 'second chance skills' and establish skills providers as key strategic partners

Devolution has given GM the opportunity to have a regular dialogue with the 36 AEB skills providers GMCA work with, ensuring they have a key role in helping GMCA make informed decisions for the benefit of GM rather than merely being passive recipients of funding.

This communication has been through our AEB Performance and Contracts team, as well as through the Education, Skills and Work Local Strategy and Partnerships team. Regular consultation and discussions take place with both representatives of the various types of providers as well as with individual organisations, particularly before decisions are made that affect their offer.

By being directly engaged in local discussions the AEB skills providers understand the local needs, gaps and economy, which can be more difficult if this is through a national relationship. This benefits approach benefits residents, businesses, AEB skills providers and how the AEB programme can be better developed

Responding to the impacts of the Covid pandemic has clearly been our greatest challenge since devolution. GMCA developed a suite of programmes that responded directly to the skills challenges as a result of Covid-19 after issuing an Expression of Interest (EOI) opportunity to all existing AEB providers. This focused on residents who

needed access to specific skills and training in order to progress into or remain in employment:

- Supporting safer returns to work – enable employees to gain skills to support their employer and business for a safe return to the workplace and for customers by implementing **appropriate Covid-19 safety measures such as on health & safety, infection control, risk assessment** etc.. This supported approximately 600 enrolments on various courses for GM residents.
- Rise of the Key Worker – focussed on **recruiting into key sectors and vacancies** supporting the impact of COVID19. This supported 1200 enrolments in areas such as mentoring, support in schools, adult social care, and warehousing.
- Short Retraining programme – this supported recently redundant residents to **retrain quickly in order to access jobs in different sectors** i.e. for those who had been impacted on the most from the travel and tourism and hospitality sectors. This supported approximately 200 enrolments to retrain into areas such Adult Social Care, warehousing, and other customer services roles.

Moving forwards, GMCA will continue to consult with providers in this way, especially with reference to the planned changes to our objectives for 2022/2023 onwards.

2.6 Impact of the Pandemic on delivering the AEB Priorities

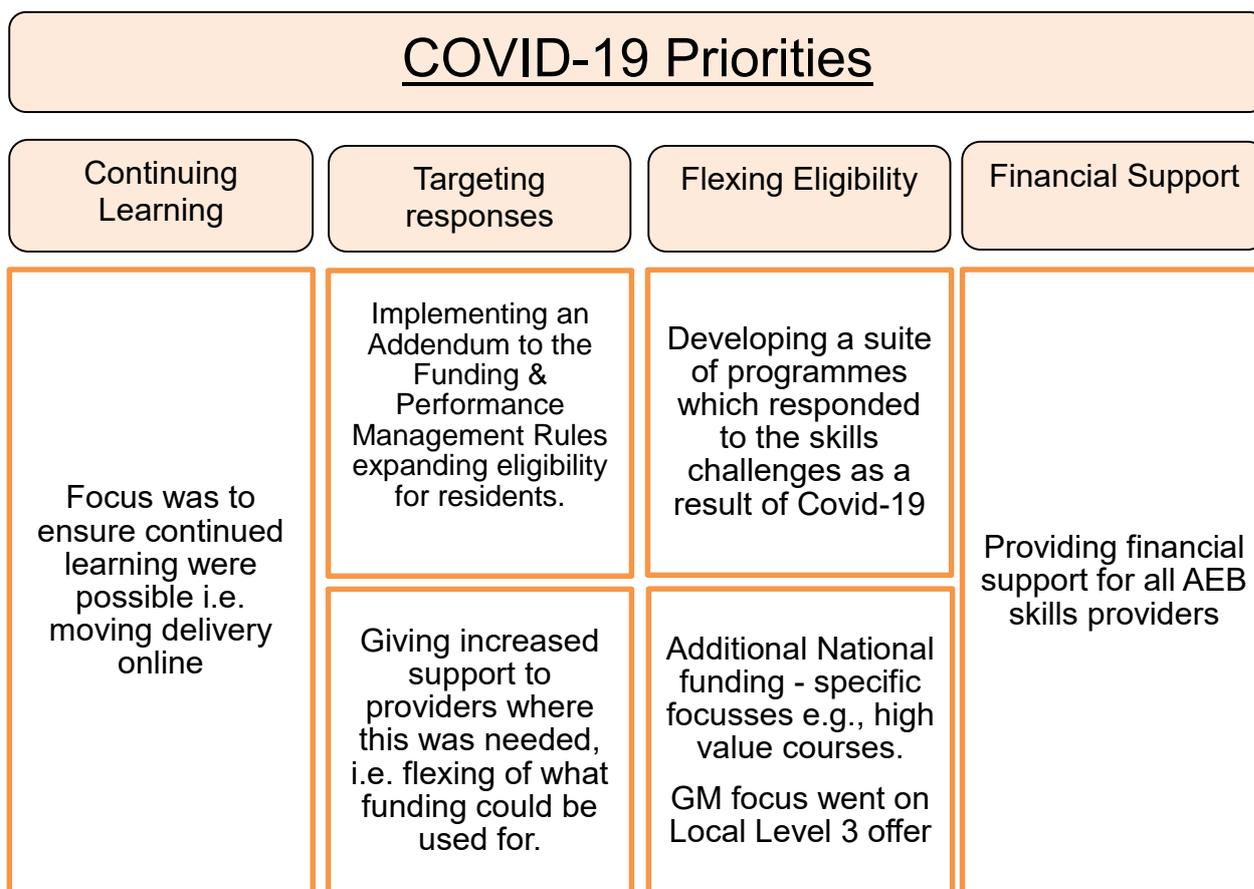
The pandemic has inevitably had a significant impact on the delivery of skills and training both nationally and locally, and across all areas there has been a reduction in residents accessing courses, not just throughout the national and local lockdowns, but also due to residents restricting their movements and interactions with other residents.

Across the GM devolved AEB activity, GMCA has ensured there has been continued support both to the AEB skills providers, through various financial packages and measures, and for residents still wanting to engage in learning, such offering additional courses which would not normally be funded through AEB nationally.

GMCA responded quickly to put support measures in place from April 2020, such as the financial support, and to work with AEB skills providers to ensure learning could continue as much as possible, and assist with the drive to bring delivery online where residents could continue to access learning.

GMCA was able to provide flexibility in a number of areas, such as ensuring all unemployed residents, who are not claiming a benefit (economically inactive) could continue to benefit from accessing learning, as they were excluded from accessing other national programmes which targeted recently unemployed residents and young people,

and hence move further away from employment. Examples of some of the activities which have taken place over the last 2 years are included in appendix 1.



3. Process for continuing plan-led grant funding agreements and extension to the procured contracts for 2022/2023 academic year

3.1. Phase 1 Devolved Adult Education for Greater Manchester

Prior to the commencement of the first devolved academic year 2019/2020, GMCA approved the initial approach going forward as set out in the GMCA paper - Devolution of the Adult Education Budget, October 2018. This laid out the process for both:

- establishing plan-led grant funding agreements for the providers identified as being in-scope for block grants, namely further education institutions based within Greater Manchester and those GM local authorities which currently deliver AEB funded provision, and
- procurement of contracts for services for all other providers, including independent training providers, FE institutions based outside of Greater Manchester, and other organisations (which may include the voluntary and community sector).

Key elements of each of these areas were to:

- Agree delivery plans with the grant-funded organisations based on strategic dialogue about current and future skills needs of GM's residents and employers.
- Procure contracts for an initial period of 3 years maximum and review future commissioning needs.
- Add an element of flexibility and innovation into the contracts in line with the freedoms and opportunities devolution offers

3.2. Options for Phase 2 of Devolved Adult Education

Prior to considering next steps for the 2022/2023 academic year, GMCA's Education, Skills and Work Team have carried out an options appraisal of how progress has been made against the priorities outlined in section 2, and the progress of the elements above in 3.1.

Options took into account:

- Do nothing and extend contracts / grant agreements for a further year.
- Extend contracts / grant agreements for a further year subject to quality & performance.
- Whether to go out to procurement for those with the maximum 3 year contracts, and consider various lengths of period going forward, i.e. 2, 3 or 5 year periods.
- Potential impact of the Skills Bill on future direction.

3.3. Proposed Option for Phase 2 of Devolved Adult Education

GMCA are proposing to extend the existing contracts and grant agreements for a further year to allow both the GMCA's Education, Skills and Work Team and the wider stakeholders to:

- Consider aspects relating to quality, performance, and how AEB skills providers have engaged with the GMCA and wider stakeholders over the past 24 to 30 months.
- Continue to measure the impact and outcomes of the priorities outlined in section 2, which will assist in determining evidence for future commissioning.
- Implement the plan-led approach between Local Authorities and their local grant funded AEB skills providers.
- Take forward arrangements to implement the proposed Adult Skills Programme objectives from 2022/2023 as outlined in section 4, which will begin to develop adults skills going forward for GM and set the benchmark for future commissioning in 2023/2024.

This proposal has been discussed with both legal and procurement to ensure what is being proposed is possible and that contracts are able to be extended and take into account the contract notice requirements. Decisions relating to funding allocations will be submitted to the GMCA in March 2022, once the GMCA's Education, Skills and Work Team understands the devolved allocation budget for 2022/2023.

4. Proposed Priorities for the Adult Education Programme for 2022/2023 academic year onwards

In October 2018, GMCA laid out a number of priorities, against which there has been considerable progress, as outlined in section 2. GMCA are now proposing refreshing the priorities with a set of overarching objectives and themes which will provide greater

clarity of what the GM devolved Adult Education funding will deliver for GM residents and businesses.

The aim is to have Adult Education understood more clearly by stakeholders and residents equally and address GM and local needs in the right way, not based upon a national format of funding and qualifications.

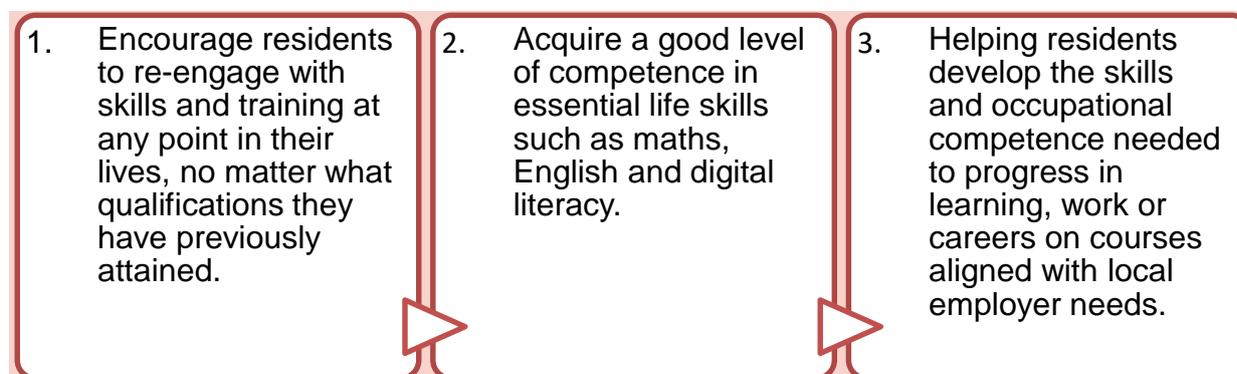
The aim is to be clearer on who the GM Adult Skills Programme is for, across GM, and what it will fund and why. Improving take up by residents by making the system clearer for learners and AEB skills providers.

4.1 Purpose and methodology

It is important to establish a clear set of objectives, themes and goals for the GM Adult Skills Programme from 2022/2023 onwards which will help define the strategic direction for the funding of adult skills courses. This will provide a clear rationale to inform decisions around commissioning and which qualifications to fund from 2022/2023 onwards. The scoping has taken into account all the possible outcomes which might want to be achieved from the GM Adult Skills Programme before narrowing these down to a core list of objectives, themes and goals that would effectively underpin the priorities already set out by the Education, Work and Skills Directorate.

4.2 Proposed objectives for the GM Adult Skills Programme

Three key objectives have been identified for all residents on programmes funded through the Adult Education Budget and these will underpin the priorities above. The objectives are to ensure that all residents over the age of 19 can:



4.3 Proposed themes for the GM Adult Skills Programme

A further break down of the three objectives outlined above takes them into a set of fourteen themes which will give focus to what is needed to be achieved. Only activity that supports these objectives and themes will be funded through the Adult Education Budget.

1. Encouraging residents to re-engage with skills and training at any point in their lives, no matter what	Engaging residents through first steps curriculum
	Improving health, well-being and resilience for learning and work
	Equipping parents and carers to better support children with learning at school or college

qualifications they have previously attained	Teaching residents about ways to improve the local environment and reduce carbon footprint
	Supporting residents to get involved in volunteering and other civic engagement
2. Supporting residents to acquire a good level of competence in essential skills	Supporting residents with high needs or disabilities to lead independent lives
	Improving ESOL and helping new arrivals understand UK life
	Improving English and literacy
	Improving maths and financial literacy
	Improving digital skills and literacy
3. Helping residents develop the skills and occupational competence needed to progress in learning, work and careers on courses aligned with local employer needs	Supporting progression to skills courses that focus on labour market needs
	Supporting national legal entitlement at Level 2 or level 3
	Providing training and qualifications leading to employment, self-employment, or apprenticeships
	Supporting residents in work to improve skills and be more productive or retrain to find better jobs

4.4 Proposed goals for the Adult Skills Programme

Aligned alongside the objectives and themes are key part of the draft GMCA strategy document 'Good Lives for All' and propose to share these goals with stakeholders, AEB skills providers and residents when informing them about the objectives and themes set out. This will communicate the focus and purpose of what is to be achieved:

Increasing Prosperity

- Increasing the overall prosperity of Greater Manchester by supporting skills training in the growth and foundation sectors of the economy highlighted in the Local Industrial Strategy as well as any other sectors impacted by the Covid pandemic. Adult skills funding will be flexible and responsive to future impacts and changes to the labour market driven by changes in the global economy and events such as Brexit

Reducing Inequalities

- Addressing inequalities and improving the overall wellbeing of Greater Manchester residents by targeting those who have experienced the greatest inequality and have the lowest level of previous educational attainment. We need Greater Manchester to be more equitable, with more opportunities for all our people, and this means levelling up, so that even the most disadvantaged residents in the most disadvantaged neighbourhoods are supported and able to access high skills training.

Focussing on Local Needs

- Developing a place-based approach to the planning of course delivery which benefits all localities in Greater Manchester. A wide range of stakeholder feedback as well as industrial intelligence will be used to determine community and employer needs at the local level. This will help ensure that providers respond to local needs in the best possible way in order to raise the aspirations of all residents and have a transformational impact on communities.

Achieving a Carbon Neutral GM

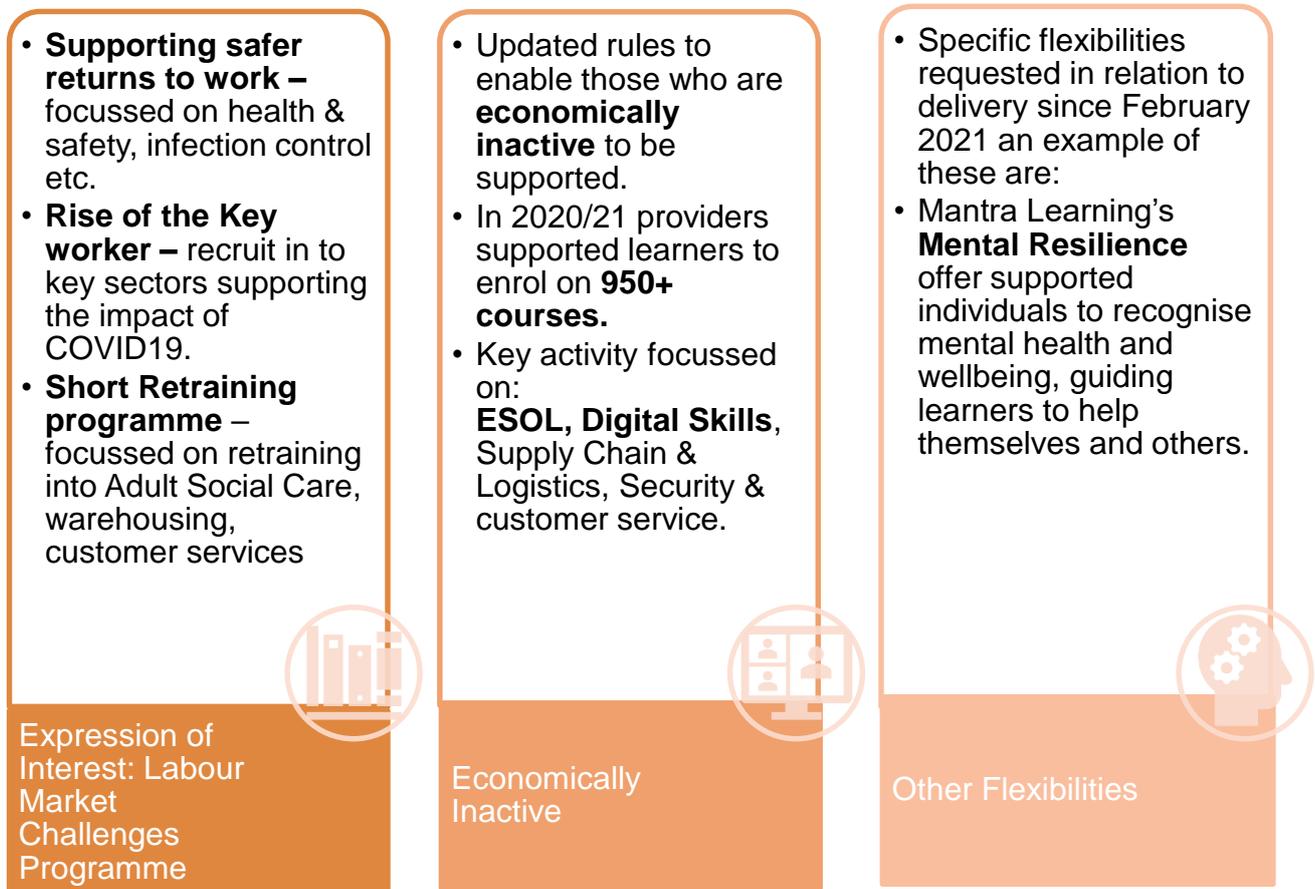
- Supporting Greater Manchester to become carbon neutral by 2038 through the delivery of skills training relating to the green economy and showing GM residents how they can reduce their carbon footprint and/or improve their local environment. We will also prioritise the allocation of funding to providers or supply chains that demonstrate a strong organisational commitment to this goal.

Through the implementation and the continued development of these objectives and themes, GMCA will be able to establish a clearer set of AEB guidance (currently the AEB Funding & Performance Management Rules), which are more relevant to how the AEB Adult Skills Programme is delivered across GM, and reflective of GM, with national elements included where these need to be, rather than GM priorities fitted around national rules.

The goals outlined above are shared, and no matter which objective and theme is targeted all the above goals are taken into consideration in view of ensuring skills and training courses which are offered are done so for the right reasons, and that any additional support measures to ensure they are accessible to all GM residents are in place.

Appendix 1

Examples of what has worked over the past two years in GM through the devolved AEB.



Greater Manchester Combined Authority

Date: 17th December 2021

Subject: Growth Locations Update

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

To set out the six Growth Locations identified within the updated Greater Manchester Strategy (GMS) and the work progressing to support development of these Growth Locations.

Recommendations:

The GMCA is requested to:

1. Endorse the six GM Growth Locations as set out in section 2/
2. Note the work plan and progress update and next steps set out in sections 4 and 5.

Contact Officers

Andrew McIntosh, Director of Place, andrew.mcintosh@greatermanchester-ca.gov.uk

Simon Nokes, Executive Director, simon.nokes@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	Growth locations work programme is aimed at levelling up across GM and connecting people to employment and skill opportunities.	
Health	G	The Growth Locations work includes proposals for growth in health innovation and increased public connectivity including to community / health facilities in some locations.	
Resilience and Adaptation	G	The proposals will be developed to support the GM carbon neutral objectives	
Housing	G	Significant new build housing anticipated across the Growth Locations in support of PfE objectives	
Economy	G	Growth Locations work will seek to support opportunities for economic growth	
Mobility and Connectivity	G	GMCA and TfGM will work together to coordinate opportunities for aligning growth with transport connectivity	
Carbon, Nature and Environment	G	The work programme will be underpinned by supporting GMs levelling up and low carbon ambitions	
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target		Work through the Growth Locations is underpinned by levelling up and low carbon ambitions and will seek to identify specific opportunities to contribute to GM's Carbon Neutral target	
Further Assessment(s):	Carbon Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative , with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Risk Management

The proposed Growth Locations and any associated risks will be overseen and managed through the governance structure as set out within this report.

Legal Considerations

The work programme does not currently have requirements for legal input. Should future legal input be required it will be managed through the proposed governance structure.

Financial Consequences – Revenue

The proposed work plan is likely to result in requests for revenue funding through the Evergreen Surplus Funding. Approvals will be sought for allocation of revenue funding.

Financial Consequences – Capital

Delivery of the growth locations will require significant capital investment from a range of sources. Approval would be sought for any specific requests for investment from GMCA.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

The Housing, Planning & Environment Overview and Scrutiny Committee met on 9 December and requested that the Scrutiny function be included as part of the governance structure as Growth Locations progress. This will be incorporated in the next report to the GMCA.

Background Papers

- Updated draft Greater Manchester Strategy
- GM's Comprehensive Spending Review Submission

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 - N/A

1 Background

1.1 Working with our district partners, we have identified six 'Growth Locations' which represent opportunities for the whole city-region to bring forward development at a scale that can drive the transformational change we want to see in GM. The six Growth Locations are:

- North East Growth Corridor
- Eastern Growth Cluster
- Airport & Southern Growth Corridor
- Central Growth Cluster
- Western Gateway
- Wigan & Bolton Growth Corridor

A summary profile for each Growth Locations is set out in Section 2 below.

1.2 As recognised in the updated GMS and also our Comprehensive Spending Review (CSR) submission to Government, the Growth Locations each include unique opportunities and assets to respond to the variety of needs and challenges present in different parts of the conurbation. The Growth Locations will provide the platform for a levelling up approach across GM, by creating value through new development and in turn ensuring that the resultant benefits and outcomes are experienced across wider GM communities.

1.3 The Growth Locations will make an important contribution to meeting the objectives of some of our key plans including the Greater Manchester Strategy (GMS), GM Five Year Environment Plan, Local Industrial Strategy, Transport Strategy 2040 and GM Places for Everyone (PfE) by supporting growth across the following key areas:

Employment & Supply Chain – The Growth Locations include proposals for significant new employment growth, supporting key sectors identified within the Local Industrial Strategy. The Growth Locations each present the opportunity to enhance existing sectoral strengths and supply chains (e.g. logistics and manufacturing in Wigan & Bolton) providing business support services to facilitate growth and also sets the platform for growth in new areas, such as advanced materials in the North Eastern area.

Education & Skills – A key strand to the Growth Locations activity will be to ensure that Higher Education (HE), Further Education (FE) and training providers are engaged and provide the necessary training and development to ensure that residents have the skills required to support growth in both current industries and the planned future growth in new industries. Work will consider the opportunity to create specialisms in each LA to support Growth Locations linked to the types of growth planned; whilst also ensuring provision responds to employer need.

Housing – The Growth Locations include proposals for thousands of new homes which will make an important contribution to our housing ambitions set out within PfE. Working with our key housing providers we will ensure that the housing offer in each location meets local need and offers a range of types and tenure to meet the

aspirations of residents at different points in their lives. The scale of housing planned also offers significant opportunity to take a coordinated approach and leverage economies in delivering low carbon housing.

Transport – A critical component of each Growth Location is the delivery of sustainable, accessible transport infrastructure to ensure that people are connected to employment and skills opportunities and promoting social inclusion and well-being through connectivity to town centres and community services. Working with TfGM, we will ensure that development opportunities are sequenced with key transport proposals including plans through the CRSTs programme.

Innovation – Plans include proposals to work with our academic institutions to drive innovation and R&D activity across the Growth Locations, supporting projects through Innovation GM and potential innovation deals. The Growth Locations cover significant innovation assets including Salford Innovation Triangle, Trafford Clean Energy Park, Oxford Road Corridor and the Advanced Machinery and Productivity Institute in Rochdale.

Low Carbon – It is essential that the plans for each of the Growth Locations build in GM's zero carbon ambitions as an integral element of design and delivery. The scale of development planned offers real opportunities to coordinate low carbon infrastructure (e.g. district heating networks) and drive economies of scale in low carbon construction which will ultimately set a platform for more affordable low carbon delivery across the rest of GM.

- 1.4 As set out in Section 2 below, the Growth Locations will facilitate growth across a range of different industries. The Growth Locations are not in direct competition with one another and instead growth across the six areas will be complementary, each making an important contribution to the GM economy and working in tandem to drive forward delivery of our levelling up ambitions.
- 1.5 Work is underway between GMCA, district authorities and TfGM to develop plans for each of the Growth Locations with the objective of targeting intervention, investment and delivery opportunities in an effective place-based approach. As identified within the CSR submission to government, there is a clear opportunity for GM to develop a place-based investment and accountability framework with Government across the Growth Locations which could set a platform for future devolved spending for GM.

2 Growth Location Profiles

2.1 North East Growth Corridor

2.1.1 The North East Growth Corridor includes significant opportunities for new employment and housing growth in the north of Greater Manchester, supported by key sub-regional town centres in Bury, Oldham and Rochdale. The North East Growth Corridor is the single largest employment opportunity for the city-region, delivering c1,500,000sqm of new employment floorspace, thousands of quality jobs and thousands of new quality, low carbon homes linked to sustainable transport.

2.1.2 Of fundamental importance to this growth location is the Northern Gateway. As one of the largest opportunities for employment development in the country, this site

alone has the potential to deliver transformational change with capacity for around 1,200,000 sq.m. of employment floorspace, including proposals to incorporate a significant element of advanced manufacturing and major investment in transport infrastructure.

- 2.1.3 Translating the work of our universities into reality, the employment growth will focus on creating an 'Advanced Materials City', and across the Growth Area establishing a national leading Advanced Manufacturing and Materials 'mega' cluster for Greater Manchester, building on the existing manufacturing supply chains and skills base.
- 2.1.4 Innovation and significant inward investment will be realised through the Advanced Machinery and Productivity Institute, creating the new machines and engineering skills needed to manufacture the technologies of tomorrow.
- 2.1.5 Local residents are being connected to the newly created opportunities in higher skilled manufacturing employment through the provision of training and development opportunities, and higher education offer through our universities and higher education providers.
- 2.1.6 The proposed creation of a Mayoral Enterprise Zone around Oldham Town Centre will ensure that the people of Oldham benefit from the value and growth created through this approach. The Town Centre focus and the Mills Strategy being adopted by Oldham will also imbed and deliver Greater Manchester's brownfield first policy as set out in Places for Everyone.
- 2.1.7 With sustainability and the ambition of zero carbon integral to the design of all the growth locations, it is proposed that the North East Growth Corridor will be connected to surrounding areas via sustainable public transport infrastructure, including proposals for tram-train developments connecting Bury, Rochdale, Oldham, Middleton and beyond, as well as a Bus Rapid Transit system.
- 2.1.8 The North East Growth Corridor is a key development for Greater Manchester, developing our connections with West Yorkshire and the collaboration work that is ongoing with Universities outside of the region on innovation and also with the West Yorkshire Combined Authority on skills.
- 2.1.9 The development of the site will also bring forward plans for investment in the key highway infrastructure which will support increased network capacity and ensure the scale of development can be delivered to raise the overall competitiveness of northern Greater Manchester.

2.2 **Airport and Southern Growth Corridor**

- 2.2.1 In support of realising Greater Manchester's international potential, the development of the Airport and Southern Growth Corridor will facilitate international business and tourism growth. The delivery of highspeed rail, through HS2, at the Airport and into the city centre will create further economic benefits and growth realised from the increase in ease and connectivity for international business and visitors.

- 2.2.2 The development of the Airport and Southern Growth Corridor supports the continued redevelopment of Stockport town centre. Supported by the Town Centre West Mayoral Development Corporation high quality housing will be delivered, sustainable transport connectivity improved, and there will be a focus on town centre employment growth.
- 2.2.3 The overall plan will transform the retail and culture offer of Stockport town centre, building on its unique heritage and assets and providing accessible opportunities benefitting local communities. The development will be underpinned by the expansion of Metrolink into Stockport town centre and redevelopment of Stockport Train Station as a southern transport gateway to the wider Greater Manchester area.
- 2.2.4 The airport's operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft are already certified carbon neutral. We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.
- 2.2.5 Employment opportunities will be created through the development planned at Airport City, which will attract Head Offices to Greater Manchester, creating jobs across a range of sectors and at different levels. The development of these opportunities will be supported by the provision of a comprehensive skills offer, ensuring local people are able to access the opportunities created, through direct job creation, supply chain opportunities and wider distributed benefits.
- 2.2.6 Enhanced transport connections such as the new station at Cheadle will provide additional sustainable connections into the wider transport network from our local centres and reduce transport congestion.
- 2.2.7 Connecting opportunities across Greater Manchester's frontier sectors and foundational economy, the developments planned at Medipark, including the completion of the Metrolink loop from Medipark via Davenport Green to the Airport underpinning the opportunity to complimentary group and looking ahead to HS2, Roundthorn Industrial Estate and Wythenshawe Hospital will drive health-focused skills and employment creation in and around the Airport and Southern Growth Corridor. Linked to this are plans to redevelop Wythenshawe Town Centre, providing new jobs, homes and connections to employment, including at the Airport, in support of Levelling Up.

2.3 **Eastern Growth Cluster**

- 2.3.1 Providing the connection between need and opportunities in the east of the conurbation, the Eastern Growth Corridor will create a significant new employment engine in Tameside, by linking the key development opportunities of Ashton Moss and St. Petersfield in Ashton Town Centre.
- 2.3.2 The development will build upon Tameside's existing strengths in advanced materials and manufacturing of coatings, plastics and textiles. The Eastern growth

corridor can take advantage of the borough's city region leading digital connectivity, which puts advanced broadband infrastructure within 200m of 50% of the borough's industrial premises and over 50% of its housing. The existing road, tram and rail transport assets in the area, offer excellent transport links, which are being expanded through the beelines network and the proposed Rochdale-Oldham-Ashton Quality Bus Transit scheme.

- 2.3.3 To ensure local centres are adapting, developing and reflective of their communities, the investment planned for the town centres of Ashton-under-Lyne and Hyde will transform the retail and culture offers. Residents will enjoy the benefits of modern and well utilised town centres, which are physical and digitally connected to sustainable employment opportunities being created at Ashton Moss, and the better connectivity between local centres and communities.
- 2.3.4 The development of over 2,000 new high-quality, low carbon homes around Godley Green Garden Village, offers an opportunity to drive the development and adoption of advanced methods of construction, digital design, eHealth and health tech.
- 2.3.5 Through close collaboration and joint development with residents and the borough's FE institutions, and improved links to the city regions Universities, skills provision and investment will be developed and expanded to support residents of some of our more deprived communities, such as Aston-under-Lyne, Droylsden and East Manchester, to access the employment opportunities being created.
- 2.3.6 The development of Tameside College's new Construction Skills Centre, on the same campus as their manufacturing focused, Advanced Skills Centre, and ongoing work to establish additional Further and Higher Education provision into St. Petersfield, demonstrate the first clear steps of this strategy being put into action.

2.4 **Central Growth Cluster**

- 2.4.1 The Central Growth Cluster will create over 90,000 new jobs. Employment creation will be generated through the regional centre with direct opportunities through the Oxford Road Corridor, Manchester Piccadilly and Salford's Innovation Triangle comprising Media City and The Quays (including future growth at Wharfside), Salford Crescent and Salford Royal Foundation Trust.
- 2.4.2 The alignment of skills provision, across a range of levels and institutions will ensure a pipeline supply of skilled Greater Manchester residents to meet the expanding jobs markets, notably in digital, creative, media and broadcasting, and professional services.
- 2.4.3 The development of this growth cluster will be underpinned by the expansion and development of the public transport infrastructure, (delivery of HS2, NPR, Quality Bus Corridor and Metrolink extensions), which will connect people in all parts of the conurbation to the regional centre, enabling more parts of Greater Manchester to benefit from economic prosperity generated at the core.
- 2.4.4 The introduction of HS2 and NPR services, could make Manchester Piccadilly one of the best connected and productive locations in the North of England. The area has the potential to deliver 40,000 new and sustainable jobs, 13,000 new homes and close to a million square metres of commercial development.

- 2.4.5 The new skills being created in health innovation and R&D are being supported by our world class universities and plans for the redevelopment at North Manchester Hospital. Planning is underway to replace the current hospital buildings with a new hospital, which is proving to be an important catalyst for change, but the approach being taken by partners goes far beyond this narrow ambition. The new health and wellbeing campus is based on a fundamental rethink of the role of the hospital within the context of all the health and care services provided for residents.
- 2.4.6 New homes being created under the Central Growth Cluster will provide 58,000 new units on brownfield land. The housing created in the central area (around Victoria North, North Campus, the Eastern Gateway and Salford Crescent), maximise the proximity of the planned developments to the public transport networks. The Central Growth Cluster also spreads into the northern tip of Trafford offering further significant housing growth potential.
- 2.4.7 The Victoria North programme is the single largest residential development and regeneration programme in GM. Some 15,000 low carbon new homes will be delivered over the next 15 years through the repurposing and densification of under-utilised and brownfield land in a well-connected and sustainable location, at the core of the conurbation. Building on the growth of the city centre, and taken together with the plans for Manchester's Eastern Gateway, and major planned investment into the North Manchester General Hospital campus, Victoria North presents a major opportunity to rebalance and level up the northern neighbourhoods of the Regional Centre, facilitating sustained residential and population growth whilst knitting together a series of strategic national and local objectives concerning affordable housing, net zero, place creation, inclusive growth, health and education.
- 2.4.8 Our unique leisure and culture offer in Greater Manchester will be expanded upon and made more accessible through the Central Growth Cluster. Opportunities in the cultural and creative industries will be further grown, building on the existing major cluster in the regional centre, and new facilities such as The Factory. Major sporting, leisure and recreational infrastructure around the Eastern Gateway area will help drive Greater Manchester's tourism offer, supported by enhanced connectivity through HS2 at Piccadilly.

2.5 **Western Gateway**

- 2.5.1 The Western Gateway is a key development for Greater Manchester, developing our connections with the Port of Liverpool, and the rest of the world. The Port of Liverpool now has Freeport Status, and can accommodate the largest container vessels. Greater Manchester's further development of our trade connections with the Port of Liverpool are therefore paramount. The Western Gateway also provides for the economic growth of the Central Growth Cluster core economic area through the development of a tri-modal freight hub at Port Salford.
- 2.5.2 Port Salford's further development will provide sustainable freight transport operations which will include rail and road links, on-site canal berths, rail spur and container terminal.
- 2.5.3 The Western Gateway has the potential to create 25,000 new jobs, capitalising on the unrivalled port connectivity and planned employment space at Carrington, Port Salford, Partington and Trafford Park, alongside the regional leisure, retail and

hospitality destination at Trafford City. Logistics and distribution sector employment will be created, with opportunities accessible to local communities with existing skills in this sector and further opportunities for development. Employment growth will also be created in the low carbon energy sector, linked to the development of a low carbon energy innovation park at Trafford Park.

2.5.4 Significant brownfield sites will also be utilised for the creation of c.21,000 new high quality homes, bringing forward new sustainable integrated urban neighbourhoods. These new settlements will provide enhanced connectivity to ensure residents have access to key employment opportunities including major improvements in highway access, such as the Carrington Relief Road, and upgrades to the Carrington Spur and Junction 8 of the M60 alongside sustainable transport links.

2.6 Wigan & Bolton Growth Corridor

2.6.1 The development of the Wigan & Bolton Growth Corridor will provide radial transport infrastructure across Wigan and Bolton. The development of a quality bus corridor, motorway link road and enhanced rail, will connect residents to employment and skills opportunities within the Boroughs and across Greater Manchester.

2.6.2 In line with residents needs and aspirations, c.12,000 new quality homes will be created. These will include family homes, and will be delivered across the distinctive communities with access to green space.

2.6.3 Building on the corridor’s existing strengths and strategic transport links, employment growth will be driven by logistics, manufacturing (notably food) and distribution.

2.6.4 Health Innovation opportunities will be realised through the delivery of the GM Health Innovation Campus linked to the Royal Bolton Hospital.

2.6.5 The Wigan & Bolton Growth Corridor will provide for the development and resetting of the images of both Boroughs as places to live, work and invest. The development will be delivered drawing on distinctive cultural assets and improved sustainable transport choices. As with all the growth locations the Corridor will be delivered to provide opportunities to drive the benefits of economic growth into more of our communities.

3 Governance

3.1 A governance structure has been put in place to coordinate activity, opportunities and engagement with key stakeholders across the six growth locations. The governance structure is shown in appendix 1 attached. The key roles and responsibilities of each group are summarised in the table below:

Group	Chair	Key Members	Key Responsibilities
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Chief Execs Investment Group	Eamonn Boylan, GMCA CEO	CEXs of each of the 10 Local Authorities	<ul style="list-style-type: none"> • Overall oversight and accountability for the programme of work. • Approval of key investment decisions.
GM Growth Locations Steering Group	Simon Nokes, GMCA Exec Director	DoP members GMCA director(s) TfGM director(s)	<ul style="list-style-type: none"> • To support coordinated activity across the 6 Growth Location areas. Working with Directors of Place and to recommend prioritisation of resource and investment support. • Coordination of GM-wide workstreams and GM activity across different functions e.g. research, skills, economy, digital. • Facilitate engagement and support from key Government agencies. • Makes recommendations to the Chief Executives Investment Group for key decisions.
Steering Group for each Growth Location (x6)	Andrew McIntosh, GMCA Place Director	DoP from each relevant district TfGM GMCA officers	<ul style="list-style-type: none"> • Coordinate and prioritise business case preparation and resource support to facilitate investment and delivery of the various opportunities in each of the Growth Locations. • Oversee funding applications / investment prioritisation within the Growth Location area.

3.2 In order to ensure a holistic place based approach is adopted in delivery of the Growth Locations, the governance structure includes input and engagement from across key GMCA directorates including Place, Economy, Education & Skills, Environment, Digital and Public Sector Reform. TfGM are also included in all levels of governance to ensure that the plans for key transport infrastructure are considered alongside wider place-based delivery plans. This will enable GM to demonstrate how levelling up can be achieved across the conurbation.

3.3 The governance arrangements are intended to coordinate activity at a GM level and will not supersede or duplicate any local project governance that is already in place. The arrangements allows for a coordinated GM approach to engagement and lobbying with our key external stakeholders including Government departments, National Highways, Homes England, Environment Agency and utility providers.

4 Work Plan & Progress Update

4.1 Work is already underway with our district partners, coordinated through Directors of Place, to set out the vision and plans to support the opportunities identified in each of the Growth Locations. Each of the Growth Location steering groups have already met and agreed plans for the preparation of the following key documents:

- 4.2 **Growth Plan** – The Growth Plan sets out the strategic narrative for each growth location and describes the type and scale of growth the area can support. The Growth Plan considers the key employment sectors, development opportunities, significant infrastructure and anticipated benefits of each location. A growth plan has been drafted for each of the Growth Locations in collaboration between GMCA and districts.
- 4.3 **Local Investment Frameworks (LIFs)** – A number of LIFs will be developed for each of the growth locations to set out a more detailed proposal for specific opportunity areas / projects that require significant public sector intervention and the appropriate sequencing of such intervention. The purpose of the LIF is to develop the early framework for an investment proposition, which could be progressed into a full business case or funding application in response to specific investment opportunities. It is intended that the LIFs will facilitate engagement and potential coordination of investment activities with our key partners and place GM in a stronger position for lobbying for future funding opportunities. The LIF document provides key project information including outputs, infrastructure requirements, delivery timescales and phasing, key partners, funding requirements.
- 4.3.1 The intention is for the Growth Location Steering Groups to identify key gaps in information through preparation of the LIFs and, where appropriate, target Evergreen Surplus funding to commission the required work. A similar approach would be adopted for utilising partner resource support including revenue funding for 2021/22 which has been made available through Homes England.
- 4.3.2 Three LIF pilots have been prepared to date and further LIF areas are currently being agreed by each of the Growth Location Steering Groups.
- 4.4 **Business Case / Funding Applications** – The intention is to use the information and project planning developed through the LIFs to prepare full business cases and make targeted funding applications to secure the required investment in priority projects to enable projects to move into delivery and deliver the anticipated benefits for GM residents.

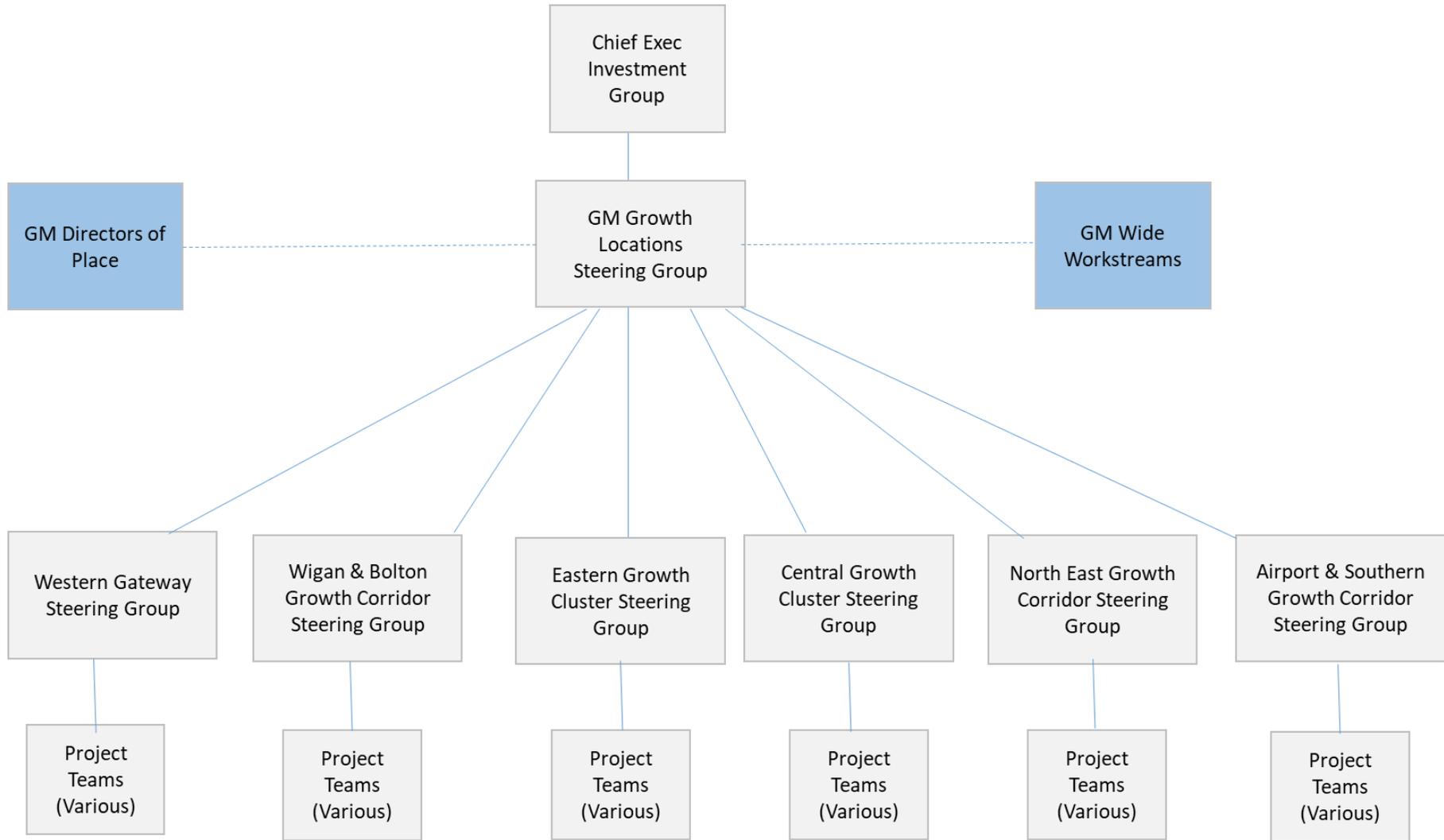
5 Next Steps

- 5.1 The next steps for the Growth Locations work include:
- Continue the preparation of key documentation and project planning described in section 4 above. Seeking approval to use Evergreen surplus funding (or partners' resource support) to commission key feasibility studies or required evidence to support delivery and investment proposals;
 - Coordinate engagement with key external stakeholders on the Growth Location opportunities and seek their input and support to target resource as plans progress; and
 - Consider opportunities from the imminent CSR announcement and ensure the Growth Location activity responds accordingly.

6 Recommendations

6.1 Recommendations are set out at the beginning of this report:

Appendix 1 – Growth Locations Governance Chart



GREATER MANCHESTER COMBINED AUTHORITY

Date: 17 December 2021

Subject: Delivering Net Zero Carbon Social Rented Homes: A Whole System Challenge For Greater Manchester

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

Purpose of Report

To seek approval for a proposed approach to the delivery of net zero carbon social rented homes, and to provide an initial interim report on the development of a robust delivery plan.

Recommendations:

The GMCA is requested to:

1. Endorse the ambitions set out in the GM Mayor's manifesto to achieve delivery of 30,000 net zero carbon social rented homes by 2038.
2. Agree the adoption of the whole system challenge approach to delivery of these ambitions set out in the paper, and the commencement of the work outlined.
3. Note that significant support will be required from Government to achieve substantial and sustained progress toward our ambitions.

Contact Officers

Andrew McIntosh, GMCA Director of Place Andrew.mcintosh@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	New social housing will be accessible by and at least in part targeted specifically at people with protected characteristics New social housing will be accessible by and targeted specifically to support socially and economically disadvantaged people New social housing developments should be planned to ensure good access to public services New social housing provides a long term, sustainable solution to housing needs and gives a stable base for communities to grow stronger	
Health	G	Safe, permanent, warm and healthy homes will be provided for households in housing need Safe, permanent, warm and healthy homes will be provided for households in housing need New social housing developments will be designed with the need for access to open space and provision for active travel in mind New social housing provides a long term, sustainable solution to housing needs and gives a stable base for communities to connect with each other	
Resilience and Adaptation	G	Delivery of net zero carbon homes at scale will contribute to the transformation of GM's housing stock in line with carbon reduction targets Homes provided will be affordable, net zero carbon and permanent, providing a safe and stable base for people otherwise likely to be made vulnerable by their existing housing circumstances Homes provided will be affordable, net zero carbon and permanent, targeted at people made vulnerable by their existing housing circumstances Homes will be developed in line with Places for Everyone and other relevant policies on blue and green infrastructure	
Housing	G	Safe, permanent, warm and healthy homes will be provided for households in housing need, including those experiencing homelessness Rents will be set at social rent levels, and accessed via local authority housing registers Delivery is likely to be substantially on brownfield sites, and there may be some reuse of existing buildings All homes under this proposal will be at net zero carbon standards, as set out in Places for Everyone	
Economy	G	Economic activity generated by design, financing, construction and supply chain associated with housing delivery Employment will be generated by design, financing, construction and supply chain associated with housing delivery, and by subsequent management and maintenance Yes, through anticipated transition to off-site manufacture construction techniques, one objective will be to transform the working environment of the construction sector Yes, through contribution to long term programme of delivery of net zero carbon new homes, likely to be substantially owned and managed by social housing providers based and run in GM Yes, innovation in design, manufacture, construction and maintenance of new homes will be essential to success of this strategy Yes, inward investment in the supply chain is expected as part of the drive to innovation Yes, new skills and education will be needed to deliver via the new methods outlined	
Mobility and Connectivity			
Carbon, Nature and Environment	A	During construction phases, negative impacts are likely By adopting Places for Everyone policies, positive impacts should be achieved	
Consumption and Production	G	Process and technical innovation required to deliver this strategy will significantly reduce waste generated by housebuilding This is one of the key anticipated changes to be driven by this strategy Both are potential benefits from the transition to modern methods of construction	
Contribution to achieving the GM Carbon Neutral 2038 target		Homes built under this strategy will be energy efficient, affordable, are likely to incorporate low and zero carbon energy generation & storage, clean technology innovation, be better adapted to climate change impacts, contribute to increased biodiversity and the improvement of	
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment				
Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential				
Residential building(s) renovation/maintenanc		A Net zero carbon - other options beyond Passivhaus may prove suitable		
New Build Commercial/Industrial	N/A	Unknown Not known		
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	#####			
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Equalities impact

The provision of 30,000 additional net zero carbon social rented homes will add significantly to the availability of secure, safe, warm and affordable homes to households in housing need across the city region, and has the potential to significantly address housing inequalities. The new homes will be allocated through local Housing Registers. We know that people can be disadvantaged in meeting their housing need on the basis of protected characteristics, can face discrimination in the housing market or difficulties in accessing suitable homes to meet their needs and aspirations. As the programme sketched out in this report are further developed, we will use evidence of past and current issues to help design the implementation and priorities for delivery of the 30,000 homes, and directly involve communities to ensure any adverse impacts are minimised and the potential to reduce discrimination is maximised.

Risk Management

Delivery of the ambitions set out in the paper will rely on the contributions of combination of GM and national stakeholders, including Government. A fuller implementation plan will be brought to the GMCA for approval, and governance structures put in place to manage progress (paras 7.2 and 7.3).

Legal Considerations

NA

Financial Consequences – Revenue

To be considered in implementation plan if this report is approved (para 7.2)

Financial Consequences – Capital

To be considered in implementation plan if this report is approved (para 7.2)

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

Greater Manchester Housing Strategy (GMCA June 2019)

Tracking/ Process

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

Yes

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

9 December 2021

DELIVERING NET ZERO CARBON SOCIAL RENTED HOMES: A WHOLE SYSTEM CHALLENGE FOR GREATER MANCHESTER

1 INTRODUCTION

1.1 The Climate Emergency has been recognised globally and there is a systemic need to act in order to mitigate the future damage that will be caused. Every new home that is built that is not Net Zero adds to the retrofit challenge that we face as we try to decarbonise our already poor carbon performing existing housing stock. These challenges exist alongside the long running challenges of social inequality that have been highlighted through the work undertaken by the GM Independent Inequalities Commission. Taking action to address these issues will also create opportunities for the residents of GM to enter into long term jobs in the rapidly growing low carbon sector.

1.2 The GM Mayor's manifesto commitments for the 2021 election include a stepping up of earlier pledges around affordable housing delivery. It does so in two ways:

- Taking an existing (GM Housing Strategy, draft GM Spatial Framework and now Places for Everyone) commitment to deliver 30,000 social and affordable rent¹ homes by 2037, and focusing specifically on 30,000 social rented homes; and
- Further requiring that these 30,000 homes should be net zero carbon, as a step toward the existing 2028 target date for all new development in GM to be net zero carbon.

In simple terms, this requires us to find ways to build more and higher quality homes, and to charge lower rents for them when they are complete, while also driving down the price of construction.

1.3 There is a further Mayoral manifesto commitment to the publication of a detailed plan for the delivery of those 30,000 homes, and this report is a first interim step in the production of that plan. This is a big financial challenge, and **we will undoubtedly need additional support from Government to be successful**. In making that case, we should note that Government has set national net zero carbon targets, and that we can offer Ministers a route to make significant progress toward those targets for mutual benefit. By working with us in GM, we can together drive delivery of a national objective while also tying in lasting and substantial levelling up outcomes for Government.

2 FRAMING THE CHALLENGE

¹ Affordable rents are set at 80% of market rents in an area; social rents are set by a formula drawing on local income levels, property size and value, and are usually significantly lower than affordable rents]

- 2.1 The commitment to delivering these targets will come at a significant cost to both the public sector and industry but cannot be avoided if we are to make the step change required to meet our climate change targets.
- 2.2 The steady annual rate of delivery required to meet the 30,000 ambition by 2038 is around 1,875 per annum. We have delivered very few, if any, net zero carbon social rented homes to date in GM, so realistically we will require a number of years to ramp up production and delivery from the very low current base, even if financial and other upfront constraints are quickly resolved. The 2028 target date embedded in Places for Everyone for all new development to be net zero carbon represents a hugely significant point in the achievement of our ambitions. At current day pricing and depending on size and location, the additional cost of delivering a net zero home is in the region of £15k added to which the cost of £30k - £40k per dwelling to change it from an Affordable Rented to a social rented property. Without any innovation in the supply chain or mechanism to capture value increases from regeneration and development this results in an additional capital cost into hundreds of millions to deliver the initial phases of homes, even accepting a phased delivery trajectory ahead of 2028.
- 2.3 These capital costs do not take into account the revenue costs associated with the upfront project development and site investigations required which could potentially add a further revenue burden in the tens of millions over the same time period.
- 2.4 In order to drive down these costs over the medium term to achieve the 2038 targets there is similarly a need for capital and revenue investment in innovation and R&D projects that need to be funded. While the cost of this is unclear at this stage it is not inconceivable that these costs could be in the tens of millions or higher where we are developing world leading facilities.
- 2.5 There will of course be significant economic and social benefits derived from the interventions envisaged that will, in the long run, far outweigh the investment requirements. Despite these benefits, **there is still a significant financial challenge that needs to be addressed through central government funding allocations**. There are however also areas where only local intervention and funding can unlock the ability to meet these targets.

3 NET ZERO CARBON SOCIAL RENTED HOMES: THE CASE FOR A WHOLE SYSTEM APPROACH

a. Context and constraints

- 3.1 Housing development is a complex process, requiring significant capital with extended delivery timelines, potentially delayed financial returns, and multiple

stakeholders around land acquisition and remediation/preparation, infrastructure providers, planning and building control, sub-contractors and workforce, supply chain partners and funding providers. Affordable housing delivery adds further variables – work needed to secure grant or other subsidy contributions, typically from Homes England, to fund a sub-market rental or sale price, and consequent regulatory requirements for social housing providers to meet. Viability can be a significant challenge in the GM market, which impacts on our ability to secure affordable housing through planning policy requirements alongside market sale or rent developments. Supported and specialist housing typically also requires working with commissioners to attract revenue funding for support services (and then ongoing dialogue to retain that funding through the life of the properties) and may also need additional upfront investment for additional facilities to meet the specific needs of residents.

- 3.2 There are also upward pressures on build costs from a number of factors. The increasing scarcity of a skilled construction workforce is an ongoing challenge. Off-site and modular build is still not reliably cheaper than traditional construction methods. Innovative technologies are part of the solution to that challenge, but are not yet commercialised and there is a need to drive down unit costs. Supply chains manufacturing off-site products and components are growing but need more demand to generate efficiencies, and are not yet at the scale where competition starts to drive cost reductions.

b. Achieving new build for social rent

- 3.3 Recent delivery of affordable housing in GM has been approaching 2,000 per year, if all types of sub-market housing for sale and rent are included. This headline rate would generate somewhere in excess of 30,000 new homes by 2037. But continuing business as usual would see very few of these as social rented homes – in 2020/21, only 277 social rented homes were included in the 1,659 affordable homes built in GM.
- 3.4 Relevant Homes England funding comes mainly through the Affordable Homes Programme (AHP) which offers registered providers of social housing (RPs) grant intended to reflect the additional long term costs of lower rents or sale prices charged to the eventual resident. The AHP for 2021-26 is expected to be split roughly 50% for affordable home ownership products and 50% for affordable rent, though some higher cost per unit grant funding will be made available for social rent development where this can be justified. However social rent funding is not currently available in five GM districts (Bolton, Oldham, Rochdale, Tameside and Wigan) because of restrictions linked to measures of housing affordability imposed by the then MHCLG. So, the availability of grant funding for social rented homes is severely limited in GM.

c. Achieving net zero carbon

- 3.5 Existing Building Regulations do not achieve net zero carbon standards. As such we continue to build homes that do not meet the 2028 target. Improvements to current Building Regulation Standards are therefore required, so that where possible increased costs are included within the land appraisal and land value calculation. This is the driver for us to set net zero requirements in Places for Everyone. Early improvements will also overcome the ‘time lag’ of policy and delivery before the 2028 date.
- 3.6 Net zero carbon homes require a different approach from our construction sector, including the application of some new technologies and a commitment to consistently achieve higher standards. This is achievable at relatively small scale, and there are successful new-build schemes in GM which have demonstrated that. However, development and delivery costs for net zero carbon homes are currently substantially higher than for mainstream, traditionally constructed homes. These additional costs are associated with elements including higher performance insulation, alternative water and space heating technologies and on-site renewable energy generation and storage, typically solar PV panels and batteries.
- 3.7 At present, while they do give some financial leeway to encourage modern methods of construction, Homes England funding does not directly offer support toward meeting the additional cost of achieving net zero carbon standards in new affordable homes. The ongoing energy costs of net zero carbon homes are likely to be substantially less than traditional housing stock. Where the housing is for social rent, the owner of the property incurs the costs of installation and does not benefit from reduced energy bills that could otherwise pay back the investment over the longer term. This therefore requires capital subsidy to install the measures. Without that additional funding, the best remaining option will be to build new homes in such a way to make future retrofit to net zero carbon more easily achievable.
- 3.8 To illustrate the scale of the challenge of delivering 30,000 net zero carbon homes in GM, one route to delivering net zero carbon homes is to achieve Passivhaus certification. While we are not proposing that we adopt this, it is instructive to note the Passivhaus Trust’s report that there are currently only around 65,000 Passivhaus certified buildings worldwide.

d. The case for net zero carbon social rented homes

- 3.9 The connection between housing quality and health is well understood and evidenced, and recently reinforced by the Good Home Inquiry² and by the

² <https://www.ageing-better.org.uk/good-home-inquiry>

2020 Marmot Review³. Marmot summarises the combination of physical and mental impacts of both poor quality and unaffordable housing:

Poor quality housing, particularly damp and cold homes, directly harm physical and mental health and poor housing conditions continue to harm health in England and widen health inequalities. Unaffordable housing also damages health, 21 percent of adults in England said a housing issue had negatively impacted their mental health, even when they had no previous mental health issues, and housing affordability was most frequently stated as the reason. The stress levels resulting from falling into arrears with housing payments are comparable to unemployment. (p.29)

3.10 While new build will make a relatively small contribution to the transformation required in Greater Manchester when placed against the 1.2 million existing homes to be retrofitted, it is nonetheless clear that the broader benefits of new homes will be maximised if they are both affordable and of high quality. High quality in the fullest sense is not necessarily a direct function of net zero carbon homes, but in practice the level of additional care and attention needed through the planning, design and build process to achieve net zero can and should bring with it a similar degree of care in terms of the broader elements of housing quality and design. This should include ensuring that residents will be free of fuel poverty, an increasingly vital part of housing costs as recent developments in the gas supply market have emphasised.

3.11 These issues were also addressed in the GM Independent Inequalities Commission's report⁴, which made a specific recommendation that GM should

scale up public and social sector housebuilding to deliver affordable, decent homes, backed by a plan to acquire land, rental properties, new builds and commercial properties for social housing.

The reference to acquisition of existing properties and potentially conversion of properties from non-residential uses does pose challenges – in principle, achieving net zero carbon standards is likely to be more challenging in an existing building than in new construction.

3.12 But with our 2038 target to become a net zero carbon city region in mind, we do need to drive retrofit of our current housing stock. There is overlap between the innovation in technology, design, installation and maintenance of

³ <https://www.instituteoftheequity.org/resources-reports/marmot-review-10-years-on/the-marmot-review-10-years-on-executive-summary.pdf>

⁴ [The Next Level: Good Lives for All in Greater Manchester \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/the-next-level-good-lives-for-all-in-greater-manchester)

zero carbon measures needed for retrofit and new construction respectively. There is huge economic gain to be secured if GM can lead the transition from traditional construction to net zero carbon techniques. For new build, this is likely to be through Modern Methods of Construction (MMC) – including modular build. For existing properties, a variety of techniques and technologies will be involved, given the range of building types which will need to be tackled. But the supply chain and skills required for both are connected – and a substantial programme of net zero new build, underpinned by a broad commitment from GM partners and Government, would incentivise the growth of the net zero carbon buildings ecosystem in and around GM. This would support both local delivery and opportunities outside GM, with value, knowhow and jobs created remaining in GM.

e. Why is this a whole system challenge?

3.13 As should be clear from the above, delivery of 30,000 net zero carbon social rented homes is a huge step up from business as usual. It will not be delivered by incremental improvements or adjustments to existing programmes and policies, or simply by stretching existing targets. Briefly, **it requires reengineering our existing ways of working** in these areas:

- **Skills:** to provide the people needed to deliver homes in a different way – from the construction skills needed to install different technologies within homes and on site, to the professionals in development teams and beyond who are able to rethink the funding, commissioning, design and off-site manufacture of homes, and their installation on sites designed with MMC in mind. Future maintenance of low carbon homes and technologies will also require new skills.
- **Infrastructure:** energy, water, transport and green infrastructure for MMC homes needs to be delivered to the different timelines and specification needed, and to meet net zero and broader sustainability objectives, potentially including off-site renewable generation where on-site potential is limited
- **Supply chain:** manufacture, assembly and installation of MMC homes requires rethinking of the design and delivery of individual elements of new homes, more akin to car or aerospace assembly
- **Land supply:** as with traditional development, land supply is a vital requirement – but for MMC to be effective, a clear secure pipeline of suitable sites, viable in terms of costs of acquisition and remediation will be needed, whether from existing public sector landholdings, or through acquisition
- **Finance:** the funding of net zero carbon homes and MMC facilities to deliver them requires new financial models, made all the more challenging when combined with a requirement to secure long term viability on the

basis of social rent being paid by residents. Lenders also need to be assured of the long term benefits of MMC and net zero carbon homes, with the potential for local and central government to play a useful leadership role.

- **People and communities:** we should learn from experience with retrofitting existing homes, where the best outcomes in terms of energy and carbon savings, impact on fuel poverty and improved quality of life have come where residents have been engaged in the design and implementation of the improvements to their homes.

4 DELIVERY TRAJECTORY

- 4.1 Places for Everyone includes a commitment that all new development should be net zero carbon by 2028. The current version of Places for Everyone considers the available housing land supply and identifies the collective Local Housing Need for the nine Places for Everyone districts at almost 165,000 over the period 2021-2037. Stockport's Local Housing Need is around 18,000 homes over the same period.
- 4.2 Given the extremely limited past and current delivery of net zero carbon social rented homes, we need to make some realistic assumptions about the pace at which delivery can be ramped up. Further modelling will be carried out as implementation plans are produced.

5 APPROACH TO DEVELOPING A PLAN FOR DELIVERY

- 5.1 The detailed plan for delivery of the 30,000 net zero homes needs to recognise the current landscape in which we are operating and set some ambitions, steps and milestones that the whole system needs to strive to meet in order to achieve the total delivery target by 2038. With the anticipated adoption of Places for Everyone and the net zero new homes target included for 2028, this plan focusses on the steps needed to ramp up systems during the period from 2022 to December 2028 such that the adoption of the new standards within Places for Everyone are commercially deliverable from 2028 onwards.
- 5.2 This approach recognises that during the period to 2028, there will be an incremental improvement to the carbon emissions of new social homes delivered with Greater Manchester, with the objective of being able to commercially deliver net zero homes beyond 2028 and having the appropriate supply chain in place to deliver at the required annual delivery rate to meet Places for Everyone planned housing targets.
- 5.3 The definition of Net Zero homes is established within Places for Everyone. However, there is a need to set out a more detailed strategy to move the

wider housing market to deliver to this definition within the timeframes outlined.

- 5.4 Fundamentally, a whole system challenge requires the involvement of all parts of the system in co-producing an ambitious and achievable action plan. We set out below the action areas to be considered through the different parts of the GM system below, under headings linked to the high level stages of the development process.
- 5.5 The key initial activity under each of those is to bring relevant partners together to talk through current baseline, plans already in progress which could contribute to achieving our ambitions, and the additional actions we will need to pursue to mobilise the system. The conclusions from those discussions will be used to populate the next iteration of an implementation plan setting out tasks, timelines, partners and leadership of the different workstreams within the whole system approach. The next section of this report sets out our view of the first steps needed on this journey.
- 5.6 However, as a crucial part of that process, we will need to be clear where and why additional support from Government will be required to build the momentum that is required to make the transformational change our ambitions represent. This will include:
- Support from BEIS to deliver our ambitions in terms of innovation, research and development, necessary to develop the MMC and net-zero carbon supply chain;
 - Support from DLUHC and Homes England to fund social rent homes in all ten GM districts at scale, and to invest in the building of net zero carbon affordable homes;
 - Driving the national policy framework to support the transition to net zero carbon, including through changes to building regulations to provide a clear pathway for the industry toward net zero.

6 THE PLAN FOR DELIVERY

6.1 LAND SUPPLY AND SITE EVALUATION

Context and challenges

The land supply for the proposed 30,000 net zero carbon social rented homes (and for the further 20,000 other affordable homes by 2038) will be part of the overall land required to meet the Local Housing Need established by Government and set out in Places for Everyone (164,881 homes) and the Stockport Local Plan. In a GM context, there are familiar challenges in

bringing forward much of this supply on brownfield land, much of which is in need of remediation. With competition for land from developers bringing forward (much needed) market housing delivery and development for other uses, and landowner expectations of value to be considered, the difficulty of devising viable development schemes can be substantial.

Opportunities

Public sector landholdings, the potential to unlock significant housing delivery in and around our town centres, and our close partnerships with Homes England and GM Housing Providers partnership, and the long term funding available through the Affordable Homes Programme (particularly the Strategic Partnerships element) all represent opportunities to contribute to the development of a strong pipeline of development sites.

By taking a strategic approach to development of sites across Greater Manchester, including potential opportunities to acquire land in addition to developing land in existing ownership, there will be the opportunity to drive growth and value across the city region and to capture this value to cover some of the increased costs associated with delivering these housing targets.

Where Do We Need To Be?

GM needs to be in a position to set out where net zero social rented homes can be delivered in the next 5 – 8 years in advance of the adoption of new planning policy included within Places for Everyone. We also need to increase the pace of the delivery of the social rented housing and agree how we maintain the appropriate pace of delivery in order to meet the 30,000 target by 2038.

It is not, however, simply identifying where the development should occur that will enable GM to deliver the necessary housing. The identified land needs to be brought forward and be capable of being delivered which requires a significant amount of up front resource in terms of development and planning capacity. There will be a need to develop a range of Growth Plans, regeneration frameworks and master plans across multiple sites in Greater Manchester if we are to stimulate the necessary level of development that will see the delivery of the 30,000 net zero homes.

How Will We Achieve This?

- **Land Commission**

Reinvigorating the Land Commission will bring all public sector partners into the discussion about how we best utilise all the land that is available to meet these challenges.

- **One Public Estate**

Working with our public sector partners through the One Public Estate programme, we will bring forward available land for housing delivery with a preference for net zero homes as part of the necessary land supply over the next 5 – 8 years. This will require the review and rationalisation of the One Public Estate Strategic Asset Registers and workshops with the various Strategic Estate Groups to determine the most appropriate way to identify disposal / development opportunities.

- **LA Delivery and Planning Capacity**

Where Local Authorities own land or need to acquire land to bring forward strategically important developments, there is currently a lack of capacity within the Local Authorities to achieve the scale of delivery anticipated following years of Local Authority budget cuts. This will ultimately slow down the pace of delivery.

There are increasing demands on the Local Authority planning teams with the adoption of Places for Everyone and the scale of development coming forward. There is a need to assess whether the capacity is sufficient and GM wide solutions to relieving some of these system pressures considered.

Both these capacity constraints are exacerbated by a lack of young people receiving the appropriate training to progress into long term careers in these areas within Local Authorities. The current impact of this is an inability to recruit the appropriately trained staff to Local Authority posts where budgets exist to appoint. Given this shortage of professionals is a national issue, with development booming across the country, there is a need for a GM focused approach to resolving this issue.

There is a need to develop a longer term Growth Development Capacity Strategy to raise the necessary funding and identify the additional capacity across the system to address these challenges over the short, medium and long term. As part of this strategy there needs to be an assessment of areas where we can work smarter within Greater Manchester collectively to make best use of the resources that we have at our disposal.

- **Land Supply**

While the GM land supply will be set out within Places for Everyone and Stockport Local Plan, there is still the need to define where net zero social homes will be brought forward and a need, therefore, to define the land supply that will be brought forward over the next five years and beyond to deliver these specific homes. This will be achieved through the creation of a pipeline of sites with target delivery figures attached. The creation of such a pipeline will require a programme of workshops with the Local Authorities and a

programme of desktop analysis and site investigation work to determine the constraints on specific sites and opportunities where land value can be captured and utilised to support the increased cost of net zero and social housing delivery. This work will need to culminate in a pipeline of deliverable sites and a clear Delivery Strategy.

6.2 DESIGN AND PROCUREMENT

Context and challenges

While there are many examples in GM and beyond of new net zero carbon homes, mostly developed using modern methods of construction (MMC), the UK still lags in terms of volume delivery of high quality, zero carbon homes. We need to build on the limited current capacity to modernise the construction sector and adopt MMC, both to deliver high quality homes at volume, but also to respond to the challenges in terms of skills shortages in the sector's workforce.

To move the design and supply of net zero carbon homes from limited trailblazers to mainstream volume delivery, we have to tackle the shortages in our experienced workforce at all levels in the design and manufacture of zero carbon homes, and in delivering via modern methods.

Opportunities

The emerging Off-Site Housing Alliance (OSHA)⁵, GM universities' expertise in manufacturing, construction and advanced materials, GM's devolved skills budget, and considerable local experience in modern high-rise construction all point to the real chance to develop GM as a centre of supply chain excellence and innovation in off-site construction, components and processes. Bringing this together with a plan to deliver 30,000 new net zero homes provides an opportunity to achieve scale of operations which should unlock the potential of off-site modern methods of construction, with the potential to help establish GM as a centre of excellence in what should be a growing future market. We will need to work with willing partners to deliver net zero carbon social homes, including the GM Housing Providers and also developers who share our ambitions.

Where Do We Need To Be?

⁵ <https://www.offsiteha.org/>

In the short to medium term, we need to have enabled the production of modular homes within Greater Manchester and formed appropriate partnerships between GMCA / LAs, OSHA, our world leading universities and the supply chain such that there is a co-location of research, innovation and component manufacturing parks linked to modular production. This needs to be aligned with the pipeline and Delivery Strategy such that they are driving the demand for increased production, enhanced innovation expenditure and increased efficiencies in component manufacturing.

How Will We Achieve This?

- **Modular production and on-site delivery**

With modular manufacture being one of the most likely routes to delivering more social and net zero homes, there is a need to support GM Housing Provider partners to enable modular production within Greater Manchester. We will therefore support the development of the OSHA Business Case to identify how best to deliver that potential within GM.

The construction of modular homes is not a new concept but the pace and scale of delivery has meant that there isn't the wealth of construction experience in the market to bring forward an increasing number of modular houses. There is a need to work with GM Housing Providers to determine the need to set up a specific procurement framework that will ensure there is an appropriate construction supply chain to deliver the planned modular units.

- **Component supply chain**

The manufacturing supply chain is capable of driving down costs associated with component manufacture where there is the appropriate framework to do so, ordinarily pertaining to sufficient demand and clarity of the specification that will be procured. There is currently not the scale or pace of delivery to warrant large private sector investment in the local supply chain that will drive cost efficiencies sufficiently. The curation of the appropriate partnerships and collaborative working arrangements will take time to evolve and will need suitable sites for growth of these activities across Greater Manchester. GM will develop a Low Carbon Supply Chain Strategy that identifies the most appropriate route to achieve our objectives, making the appropriate linkages across to the parallel work around Retrofit.

- **Modular net zero innovation**

There is a need to drive down the cost of delivering net zero homes and particularly the components that are utilised to minimise carbon emissions. GM will develop a net zero homes innovation Action Plan that sets out a medium term strategy for working with our university partners and the supply chain to undertake R&D to improve efficiency and drive down the cost of

supply of components. This will include consideration of developing focussed manufacturing parks that will enable the supply chain to set up new manufacturing facilities within GM to service the demand in the future.

6.3 CONSTRUCTION SKILLS AND CAPACITY

Context and challenges

As with the design and manufacture of MMC homes, and in common with the rest of the UK market, GM has limited capacity and experience in the delivery and installation on site of high quality, zero carbon homes, and the supporting work needed to enable MMC development in terms of site preparation, infrastructure connections and installation of renewable and other innovative technologies. This is a key challenge in moving to delivery at scale (and subsequent maintenance of homes post-construction). Professional and trade skills in areas such as the alternative approaches needed to infrastructure and groundworks to deliver MMC and net zero carbon homes need to be scaled up. However, as seen in the retrofit market, employers will not invest in reskilling unless there is a clear and visible demand for those new delivery methods. This challenge is mirrored for training providers. We can help resolve that by adding certainty about future demand for these new skills.

Opportunities

The devolved GM skills budget, strengths in modern high-rise construction, and our plans to deliver at scale, offer a chance to develop GM as a centre of innovation and knowledge in the manufacture and delivery of net zero carbon homes using off-site construction, components and processes.

Where Do We Need To Be?

GM needs to have a range of appropriate training providers able to provide the necessary training to the appropriate number of GM residents. The construction sector needs to recognise the need to employ locally skilled people from Greater Manchester to service the construction opportunities that exist as a result of this market stimulation.

GM needs an approach that resolves issues with limited construction capacity and experience of Modern Methods of Construction, as well as developing a suitably skilled pool of GM residents able to install and maintain Low Carbon technologies.

How Will We Achieve This?

GM will develop a Low Carbon and Construction Skills Strategy that sets out an approach to delivering a GM Skills programme for modular construction and includes reskilling and upskilling of existing workforce, and new

curriculums for trade and specialist roles. This action is to align with those actions arising from “RetrofitGM – Accelerating Retrofit for GM” such that there is a joined up coherent skills approach across these two GM initiatives.

The skills approach will need to see that appropriate training and skills provision is provided across the various skills levels needed to design, manufacture and construct net zero homes. There is work to be done both on the curriculum of existing construction provision (in Colleges and Universities), and to stimulate the provider market to deliver more relevant training and qualifications. In the medium term, more work will need to be done on attracting new entrants to the sector – perhaps by promoting the green credentials of both new build and retrofit jobs. Increasing funding options for these entry level roles will be critical. In the long term, the construction workforce will need to be larger and more flexible in order to meet the retrofit delivery demand.

6.4 FUNDING OUR AMBITIONS

Context and challenges

There is huge demand for truly affordable homes across GM, which is not being met by recent levels of delivery and exacerbated by losses via Right to Buy and historically low turnover rates in our existing social housing stock, meaning fewer relet opportunities to offer to households on Housing Registers. In five GM districts, additional Homes England grant is not currently available to fund social rented new homes, and in the others the Affordable Homes Programme is intended to deliver mainly a combination of affordable rent and affordable home ownership products. This additional grant is crucial, given that rental income from social rent is insufficient to fund development of net zero carbon homes. We therefore need mechanisms/funds to bridge the funding gap if we are to meet our stated ambition.

Opportunities

Partnerships with GM Housing Providers, Homes England and GM Health & Social Care Partnership provide conditions to maximise innovation and efficiency in development processes, and to evidence both invest to save and market-making cases for funding to deliver both net zero carbon and social rent. The Government’s ‘levelling up’ agenda and commitment to achieving net zero carbon targets nationally would seem to provide a basis for dialogue with Departments and Ministers to seek to unlock further support, if we can present a properly evidenced business case.

Where Do We Need To Be?

We need to have access to greater levels of Government departmental budgets in order to deliver at the pace and scale that is envisaged. We need

to clearly articulate a coherent case for working with Greater Manchester to support government decisions to make this necessary funding available. The funding needs to be broad ranging to support the whole system change approach that is needed to deliver GM's and Government's ambitions.

We also need to have appropriately allocated funding that is available to GM to support the delivery of these objectives.

How Will We Achieve This?

- **Brownfield Housing Fund grant**

Where further funding is allocated under Brownfield Housing Fund, there may be the opportunity to re-focus grant awards to absorb some of the cost of delivering net zero homes on brownfield allocations. We will ensure that a greater weighting is provided towards net zero homes within brownfield housing funding allocations recently announced in the CSR 2021 and set out a programme and approach for delivery of brownfield targets utilising this funding, demonstrating GM's ability to spend funding in an appropriate way where this funding is allocated. This will demonstrate both our capability to deliver and enhance the case for providing more Government funding to GM.

- **Identifying further funding to meet our ambitions**

We need to identify scale, timing and nature of funding required, resources available from partners, and potential sources and models of investment from public and private sector to set out a coherent 30,000 Net Zero Social Homes Funding Strategy that can be used to support the case making to Government for the necessary funding that will be identified within the Strategy.

7 CONCLUSIONS AND RECOMMENDATIONS

7.1 There is a need to meet the targets set out in this paper as one of the key mechanisms by which GM will address the Climate Change targets that have already been committed to, and address inequalities impacting communities across GM. Of the actions set out there are some which cannot be progressed without central government support. There are, however, actions that can only be progressed within the GM system and need to be progressed locally if progress is to be made to meet these targets.

7.2 A full plan will be brought back to the Combined Authority by end May, setting out more specific actions and milestones, with an implementation plan to follow later in the year. The plan will clearly distinguish between those actions which can be delivered by GMCA and partners with available powers, capacity and funding, and those where we will need to seek additional Government intervention, support or funding to deliver. This will be detailed in the full plan, and we will engage with Government in the interim period to

understand their focus and areas where they will be able to help such that this can be reflected in the implementation plan.

- 7.3 Given the scale and complexity of the challenge there is a need to establish a governance structure that holds decision makers to account for the progress against the actions defined. There are elements of this work to be led under a variety of GM portfolios, including Green City Region, Education, Skills, Work & Apprenticeships and Economy, as well as Housing, Homelessness and Infrastructure. It is therefore proposed that six monthly reports be brought to GMCA, with respective lead Chief Executives having responsibility for progressing the various workstreams required, coordinated by GMCA's Place Directorate.
- 7.4 Recommendations are at the front of this report.

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Greater Manchester Combined Authority

Date: 17 December 2021

Subject: Greater Manchester Go Neutral – Smart Energy Opportunity Pipeline

Report of: Councillor Emmott, Portfolio Lead for Green City Region and Pam Smith,
Portfolio Lead Chief Executive for Green City Region

Purpose of Report:

To update and set out how we will establish the Go Neutral Smart Energy call-off framework, to support the city region's public bodies in optimising renewable energy generation and storage on their estates and assets. The Go Neutral Framework aims to accelerate the delivery of up to 300MW of renewable generation across the conurbation over the next 3 years through the creation of portfolios of smart energy opportunities.

Recommendations:

The GMCA is requested to:

1. Approve GMCA establishing a Smart Energy call-off framework.
2. Approve a call-off framework fee structure.
3. Note that if viable projects are achieved, GMCA partners may require additional support to access funds to further develop and deliver the projects.
4. Note the environmental outcome is to substantially reduce the carbon emissions of Greater Manchester's public estate, through new and additional renewable energy generation and storage capacity.

Contact Officers:

Mark Atherton mark.atherton@greatermanchester-ca.gov.uk

Sean Owen sean.owen@greatermanchester-ca.gov.uk

<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>

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion			
Health			
Resilience and Adaptation	G	<p>increased local renewable energy generation and or storage, supporting our local need. Thus mitigating the risk of national blackout and increasing resilience of the local energy network. Reducing GMS carbon footprint.</p> <p>By increasing local renewable generation we are more resilient to national challenges</p> <p>Increased biodiversity will be built into the delivery of land based renewable generation and storage schemes</p>	
Housing			
Economy	G	<p>Increased job and investment</p> <p>Increase job opportunities</p> <p>Surveyors, designers, consultants and installers will all be required to develop and deliver the programme</p> <p>The programme will link to wider innovation GM and the GM Local Energy Market detailed design.</p> <p>There is a potential to attract new business startups and relocation of other business to the area</p> <p>There will be a need for increased local skill to deliver the known and future programme</p>	
Mobility and Connectivity	G	The programme could and seeks to deliver increased EV charging infrastructure e.g. EV hubs	
Carbon, Nature and Environment	G	<p>Construction works and traffic associated with the build out of renewable energy generation might generate noise for the duration of the construction project. However the longer term benefits will be more beneficial.</p> <p>The development of renewable energy schemes on sites might change the visual appearance of the site, dependent on how much it is already screened from view. This will need to be assessed as part of the planning process to minimise impact.</p> <p>Sites will be assessed for local nature recovery opportunities as part of the smart energy development project</p> <p>Some of the sites put forward by partners for smart energy development might have public access. This will be considered as part of the site development and planning process, with appropriate stakeholder engagement and consultation.</p> <p>The project will reduce the CO2 emissions as a result of direct interventions</p>	
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target		This project will directly reduce emissions from public sector buildings through onsite generation connected to the building or by sleeving the renewable generation through electricity supply contracts.	
Further Assessment(s):	Carbon Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment				
Overall Score	[Redacted]			
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/Industrial	N/A			
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	[Redacted]			
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management:

The timescales associated with setting up the framework are putting at risk the ability to spend the existing retained business rate funding on feasibility studies within the current financial year. Options are being explored with Legal and procurement to facilitate activities to ensure this funding is delivered in FY21/22.

Additionally, attracting sufficient suitable suppliers to bid for a place on the framework, at a time of limited capacity and significant wider opportunities, is a risk. Providing them with sight of an attractive pipeline will be key to overcoming this challenge.

Legal Considerations:

Both Legal and Procurement Teams have and remain engaged to ensure the requirements, support, compliance and resources for framework are all addressed.

Financial Consequences – Revenue:

The total financial consequence is £450k expenditure from a blend of previously agreed retained business rates, GM LEM project funds and existing procurement revenue budgets. These will be utilised to fund the required set up costs for the framework, along with initial feasibility studies for shortlisted sites, on behalf of the 10 Districts.

Time from GMCA and District Officers will be required to support the process, but this will be covered by existing budgets.

Financial Consequences – Capital:

Funding for Capital works is expected to come from asset owners or the market, dependent on the preferred investment option / delivery model. Successful suppliers appointed to the framework will be encouraged to present a range of investment models ranging from third party fully funded solutions to Local Authority fully funded solutions.

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?

Yes

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

Will be considered in early December 2021.

1. Introduction/Background

- 1.1 Greater Manchester has set ambitious plans to be carbon neutral by 2038. Key to achievement of this is increasing investment in smart energy infrastructure and clean energy generation.
- 1.2 The Scatter GM preferred carbon reduction pathway sets out the need for solar PV on 50% of domestic properties and an additional 5.5km² on commercial roof space and ground mounted sites. Deployment at this scale will require the region to develop a long-term pipeline of land, car park and building based generation opportunities with an effective route to market.
- 1.3 Our response to this challenge is Go Neutral - a GMCA-led smart energy programme to decarbonise our city region and deliver social value, community wealth-building and inclusive growth, with a focus on affordability and impact.
- 1.4 In conjunction with other GMCA-led low-carbon initiatives, Go Neutral will put GM on the pathway to:
 - Take control of how we generate, use and trade our energy locally to create a resilient and connected energy system;
 - Create investment opportunities that will support new jobs and skills on our pathway to carbon neutral by 2038; and
 - Create greener, healthier, and more affordable lifestyles.
- 1.5 Go Neutral will identify, develop, and deliver a pipeline of smart energy opportunities via a range of investment and delivery models. The initial phase will seek to deliver 85 MW of solar power generation with battery storage and electric vehicle charging infrastructure. These will be located on circa 430no. public sector owned land, car park and building assets. It is expected to require circa £155m of capital investment and £5.5m at-risk revenue expenditure, via a range of investment and delivery models.

2. Progress

- 2.1 Activity to assess, prioritise, and shortlist public sector owned assets is now nearing completion. This has involved geospatial assessment of the sites, GMCA/partner review and determination of a preferred shortlist for the call-off framework. This exercise will help to de-risk the sites being brought to market and provide clear signals to the market on partners readiness to engage.
- 2.2 A total of 9,436 land assets, 864 car parks and 2,495 buildings were submitted by public sector partners for the site assessment and prioritization exercise. For the initial phase, circa 10% of these assets are undergoing review by GMCA partners. Of the sites that have been reviewed and confirmed onto a preferred shortlist so far, we are on track to achieve our target size of opportunity pipeline for the call-off framework.
- 2.3 Through this activity we have received unanimous support from partners (ten Districts, Environment Agency and TFGM) to engage with the next stage of the process.

- 2.4 Ongoing soft market testing and engagement has endorsed our approach to developing the opportunity pipeline and the intention to bring forward portfolios of opportunities into the call-off framework. It is acknowledged that a portfolio approach will provide greater opportunity for innovation, investment, and value sharing propositions.
- 2.5 Positive discussions are underway with Electricity Northwest Ltd (regulated business) to support the programme in reviewing shortlisted sites for potential grid constraints and opportunities. This insight will provide valuable information to support prospective bidders in developing their proposals.
- 2.6 Discussions with GMCA's Internal Governance Team and partners are underway on a solution for data sharing, which will utilise the ISG structure already in place and will require a NDA between GMCA and bidders to the call-off framework.

3. Framework Process

- 3.1. The framework is proposed to have 4 lots to enable a broad coverage and/or portfolio of assets to be catered for across buildings, car parks, ground mounted generation, storage and or EV infrastructure. A 5th lot will encompass all measure types with the ability for third party investment options to be included.
- 3.2. It is proposed the framework be open to all public bodies across the UK, with a £300m framework value. Entrants/users will be asked to sign a framework licence agreement, which enables use of the framework alongside formalising a 1% rebate to GMCA.
- 3.3. Mini competitions will be operated to appoint suitable contractors for portfolios of assets, with 4 stage gates thereafter leading to supply of services and installation as follows:
- Stage Gate 1: Feasibility and Options Appraisal
 - Stage Gate 2: Investment Grade Proposals
 - Stage gate 3: Development of Integrated Smart Energy System
 - Stage Gate 4: Delivery of Integrated Smart Energy system
- 3.4. GM districts will benefit from the recycled 1% rebate in the form of underwritten investment grade audits, as from Stage Gate, abortive costs are incurred by the framework users. This will de-risk the process for both user and developer/contractor to ensure delivery is achieved.

4. Opportunities/risks

- 4.1. The key opportunities include:
- Potential to deliver circa 85MW of new additional generation capacity to GM and associated carbon savings.
 - Identification of a procurement framework that offers a flexible approach to project development and delivery, based on strategic need and value
 - Opportunity to support local supply chains, apprenticeships, and employment initiatives through deployment at scale
 - Options to leverage investment from the supply chain and private and community sector funders to ensure that all viable projects can be brought forward to delivery

- Utilisation of existing networks for potential suppliers/ consortia members, including collaboration with Growth Company
- Opportunity for Districts to collaborate with consequential efficiencies of scale
- This work will dovetail with the ERDF-funded Unlocking Clean Energy GM project and the IUK-funded Local Energy Market project to benefit from relevant intelligence, as well as valuable insight for the local energy market platform and value sharing propositions.

4.2. The key risks include:

- A lack of appetite from GMCA partners to participate in the framework and tender portfolio opportunities/ schemes meaning there is insufficient opportunity to make a call-off framework worthwhile.
- The sites that are offered to the market prove unviable/ undevelopable, meaning wasted time and cost in developing opportunities. It might also raise a lack of confidence in the GM opportunity among prospective suppliers, with reputational impact.
- Offered pipeline or opportunities are unattractive to the market, giving rise to a lack of interest from the market that will impact on delivery of targets.
- Partners unwilling to share data on shortlisted assets to prospective bidders, giving rise to insufficient interest from prospective suppliers in bidding for the framework due to limited insight of the opportunity pipeline.
- Insufficient resource/ timescales to support the set-up and ongoing management of the call-off framework, meaning that we are unable to proceed, or proceed at slower pace putting the previously agreed retention of business rate funding at risk.
- Commercial case doesn't stack up, creating a lack of investible opportunities, which puts the development spend and ability to achieve targets at risk.

5. Financial Implications

- 5.1 Day to day management of the programme and working with the partners to build the opportunity pipeline will be undertaken by committed funded roles in GMCA's Low Carbon, Data and Research Teams.
- 5.2 A call-off framework percentage fee model is proposed, whereby 1% of the capital works is charged to the project/supplier for using the framework. It is proposed this fee would be used to support framework management, quality assurance, and further feasibility studies to enable future additional pipeline delivery.
- 5.3 Once the framework is up and running, GMCA and asset owners will seek to procure feasibility studies and investment propositions via the framework. This will also be funded using the previously agreed retained business rate funding (£400k less spend on legal costs) and supplemented by the percentage fee model.
- 5.4 There is no financial requirement on Districts in setting up the framework and there will be an agreed quota of feasibility studies that will be procured by GMCA on behalf of the partners. However, District Officers will need to work with the central coordinating team to identify and bring forward prospective smart energy opportunities.

- 5.5 The future financial implications on the partners will depend on what investment model and delivery model they decide to take. This might involve 100% development and capital expenditure, 0%, or a shared investment proposition. This is likely to be determined before partners tender specific portfolios of opportunities. GMCA might be required to support partners with accessing funds to develop and deliver their projects.

5. Recommendations

The GMCA is requested to:

1. Approve GMCA establishing a Smart Energy call-off framework
2. Approve a call-off framework fee structure.
3. Note if viable projects are achieved, GMCA partners may require additional support to access funds to further develop and deliver the projects.
4. Note the environmental outcome is to substantially reduce the carbon emissions of Greater Manchester's public estate, through new and additional renewable energy capacity.

Greater Manchester Combined Authority

Date: 17 December 2021

Subject: Greater Manchester Economic Dashboard and Economy Portfolio Update

Report of: Councillor Elise Wilson, Portfolio Lead for Economy & Business and Joanne Roney, Portfolio Lead Chief Executive for Economy & Business

PURPOSE OF REPORT:

To provide GMCA with the latest version of the Greater Manchester Economic Resilience Dashboard. And an overview of activity related to the Greater Manchester Local Industrial Strategy and the Economy portfolio.

RECOMMENDATIONS:

That the GMCA note and comment on the latest update of the Greater Manchester Economic Resilience Dashboard and response, including delivery of the Local Industrial Strategy and Greater Manchester Economic Vision.

CONTACT OFFICERS:

Simon Nokes, Executive Director Policy & Strategy, GMCA
Simon.nokes@greatermanchester-ca.gov.uk

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health	N/A	
Resilience and Adaptation	N/A	
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the Greater Manchester Carbon Neutral 2038 target.		

No direct impacts arising from this report.

Risk Management:

None

Legal Considerations:

None

Financial Consequences – Revenue:

None

Financial Consequences – Capital:

None

Number of attachments to the report:1

Comments/recommendations from Overview & Scrutiny Committee

None

BACKGROUND PAPERS:

The author of the report must include list of those documents on the subject matter which:

- Disclose any facts or matter on which the report or an important part of the report is based;
- Which have been relied on to a material extent in preparing the 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?	
GM Transport Committee	
Overview & Scrutiny Committee	

1. BACKGROUND

1.1 This report sets out the latest indicators for the Greater Manchester economy, captured in the GM Economic Resilience Dashboard, to understand how the C-19 pandemic, EU-exit and other factors are affecting the trajectory and resilience of the city-region's economy. It also summarises the latest responses to those insights, as the GMCA, Greater Manchester Local Enterprise Partnership (GM LEP) and other partners across the public, private and voluntary, community and social enterprise sectors continue to drive the recovery from C-19 and the longer term ambitions as set out in the Greater Manchester Local Industrial Strategy and Greater Manchester Economic Vision.

1.2 The Economic Resilience Dashboard aims to provide up to date intelligence on the conditions in the Greater Manchester economy following the outbreak of Covid-19.

The data is divided into six sections:

- Labour Market and Household Finances provides leading indicators on employment, pay and personal finance.
- Business Outlook provides data gathered by GM based organisations on business sentiment and confidence.
- Business Lending and Credit Risk provides information on coronavirus support measures and SME Lending.
- Behavioural Insights provides information on the movement of people across GM.
- International Trade provides the most up to date information available on exports at different geographies.
- National Indicators provides leading indicators on the state of the economy nationally.

1.3 The latest version of the dashboard can be viewed live at this link (and is attached as a PDF report):

https://www.ghtableau.nhs.uk/t/GMCA/views/GMEconomicResilienceDashboard/About/jack.james@greatermanchester-ca.gov.uk/4f3be3e5-759e-47ee-85f9-6c1538fc265c?:display_count=n&:showVizHome=n&:origin=viz_share_link&:isGuestRedirectFromVizportal=y&:embed=y

1.4 Since the beginning of the pandemic, the aim of the GM Economic Resilience Dashboard has been to assess the impacts of the crisis on the GM economy and monitor the usage of the various Government support schemes that have been initiated (furlough, self-employment support, business loans). As these schemes begin to be drawn to a close, the metrics in the dashboard need to be refocussed in order to better aid understanding of the nature and scale of the economic recovery in GM. This work is underway and will focus on data that is:

- Publicly available so the dashboard can be widely shared;
- Available at a local level, so the dashboard provides additional insight beyond that covered by reporting of the national economy;
- Up to date with a focus on data that is updated at least quarterly and ideally more often.

- 1.5 The revised set of measures will be developed, working with partners across sectors, over the coming weeks and the updated dashboard presented at a future meeting.

2. HEADLINE DASHBOARD MEASURES

- 2.1 The number of claimants of unemployment related benefits decreased by 3.6% to 112,110 between September and October. The fall in GM was lower than that nationally (4.0%). Trafford experienced the largest fall among GM districts (6.1%). After rising at an unprecedentedly rapid rate in the early months of the pandemic, the number of claimants has declined in each month since March 2021.
- 2.2 The 4-weekly average of online job postings decreased to 8,908 on 27th November. This is 21% lower than the 4 weeks to 30th October. Feedback from the Growth Company suggests that the number of GM firms that are currently recruiting new staff decreased slightly from 41% to 40% in the 4 weeks to 1st November. 42.4% (45.2% previous) of all respondents think that their workforce skills are only 'partly' at the correct level to meet their business plan objectives for the year ahead.
- 2.3 UK inflation as measured by the Consumer Price Index was 3.8% in the 12 months to October 2021. This was a 0.9% increase from the September figure of 2.9%. OBR forecasts issued alongside the Budget suggest rates are likely to rise to 4.4% during 2022 and could potentially reach 5%.
- 2.4 Data on credit risk from RedFlag, a provider of real-time business intelligence, shows that the percentage of GM businesses showing signs of financial distress fell slightly in the month to 1st November to 11.8%, down by 1%. This compared to 8.8% for the North West and 6.4% for the UK as a whole.
- 2.5 Overall passenger journeys recovered to around their pre-crisis levels in late May and have remained steady since, standing at 51 million total passenger journeys in week beginning 15th November. TfGM data shows that passengers are continuing to use public transport less frequently, Journeys by Bus, Metrolink and Rail are -5%, -16% and -2% below pre-crisis levels respectively. However, use of public transport has now increased for four consecutive months. Google data on the number of journeys taking place across GM shows the number of people travelling to Grocery and Pharmacy locations has largely recovered. On 26th November all 10 GM districts were above pre-crisis levels. Travel to workplaces across GM was -30% below its pre-crisis level on 26th November.
- 2.6 The UK Consumer Confidence Index increased three points to -14 in November 2021. Consumer confidence is seven points below its February 2020 level, following a low of -36 in May 2020.

3. RECENT ACTIVITY RELATED TO THE GREATER MANCHESTER ECONOMY PORTFOLIO

GOOD EMPLOYMENT & LIVING WAGE

- 3.1 The annual Living Wage Week took place between the 15th-21st November, with events throughout the week raising awareness of the real Living Wage campaign across Greater Manchester and celebrating the achievements so far.
- 3.2 On Monday 15th **Greater Manchester became the first Living Wage City-Region officially recognised by the Living Wage Foundation**, with a launch event at the People's History Museum, where the Foundation also **announced Bury Council as an accredited Real Living Wage Employer**. The Foundation are an independent body who offer accreditation to employers that pay the real Living Wage to all directly and subcontracted staff.
- 3.3 A panel event on the business benefits to paying the real Living Wage took place on the Wednesday, run in conjunction with Pro Manchester, supplemented by VCSE, third sector, and civil society facing events on the Tuesday, Friday, and Saturday respectively.
- 3.4 The real Living Wage campaign in Greater Manchester will **aim to accredit 650 employers (currently 384) by November 2024, covering 175,000 employees**. Anecdotal evidence suggests an increase in organisations in the city region engaging with the Living Wage Foundation following the week, beginning the path to accreditation.
- 3.5 Interest and participation with the **Good Employment Charter continues to accelerate with now c.800 employers engaged with the Charter Unit**. Focus continues to be on delivering appropriate content on the core priorities of EDI, Flexible Work, Mental Health and Wellbeing and Line Management.
- 3.6 **GM LEP ACTIVITY**
- 3.7 Greater Manchester Local Enterprise Partnership (GM LEP) held its November meeting at Stephenson's Solicitors in Wigan as part of a new initiative to host its bi-monthly meetings in locations across Greater Manchester.
- 3.8 **GROWTH COMPANY BUSINESS SUPPORT UPDATE**
- 3.9 **Northern Powerhouse Investment Fund** has almost fully invested the original £10.2m commitment and the Growth Company await receipt of an additional £5m from the British Business Bank to on-lend by the end of 2023 to growing SMEs across the North West.
- 3.10 **The Peer Networks programme** has begun the bulk of year 2 delivery for the GM cohorts. The 6 internal cohorts are full and have begun delivery with positive feedback and referrals for further support resulting from the 1-2-1 aspect of the programme. GC The Business Growth Hub has also been awarded £11k of funding by the GMCA to provide vouchers for digital products to a cohort that has been created in collaboration with Tech Adoption Service (TAS). This cohort is a pilot to test out working with specific local authorities (for the pilot Tameside LA was chosen) and combining with the TAS.

Economic Resilience Dashboard



Tracking the Greater Manchester Economy

The Economic Resilience Dashboard aims to provide up to date intelligence on the conditions in the Greater Manchester (GM) economy following the outbreak of Covid-19.

The data is divided into six sections:

- **Labour Market and Household Finances** provides leading indicators on employment, pay and personal finance.
- **Business Outlook** provides data gathered by GM based organisations on business sentiment and confidence.
- **Business Lending and Credit Risk** provides information on coronavirus support measures and SME Lending.
- **Behavioural Insights** provides information on the movement of people across GM.
- **National Indicators** provides leading indicators on the state of the economy nationally.
- **International Trade** provides the most up to date information available on exports at different geographies.

The economic data in response to Covid-19 is changing rapidly with new datasets becoming available and others being withdrawn on a regular basis. The dashboard will be updated with the best available data each month with the resultant analysis described in the Analysis tab.

We would welcome feedback on alternative measures to be included in the dashboard or insights on the data provided. If you have any feedback please email jack.james@greatermanchester-ca.gov.uk.

Analysis



112,110

GM residents were in receipt of unemployment benefits in October, a reduction of 3.6% since September.



10,917

3-week average of online job postings in week ending 6th November 2021. This is 8% higher than a week earlier.



3.8%

UK Inflation as measured by the Consumer Price Index was 3.8% in the 12 months to October 2021. This was 0.9 percentage points increase on the September figure of 2.9%.

The number of claimants of unemployment related benefits decreased by 3.6% to 112,110 between September and October. The fall in GM was lower than that nationally (4.0%). Trafford experienced the largest fall among GM districts (6.1%). After rising at an unprecedentedly rapid rate in the early months of the pandemic, the number of claimants has declined in each month since March 2021.

The 4-weekly average of online job postings decreased to 8,908 on 27th November. This is 21% lower than the 4 weeks to 30th October. Feedback from the Growth Company suggests that the number of GM firms that are currently **recruiting new staff decreased slightly from 41% to 40% in the 4 weeks to 1st November.** 42.4% (45.2% previous) of all respondents think that their workforce skills are only 'partly' at the correct level to meet their business plan objectives for the year ahead.

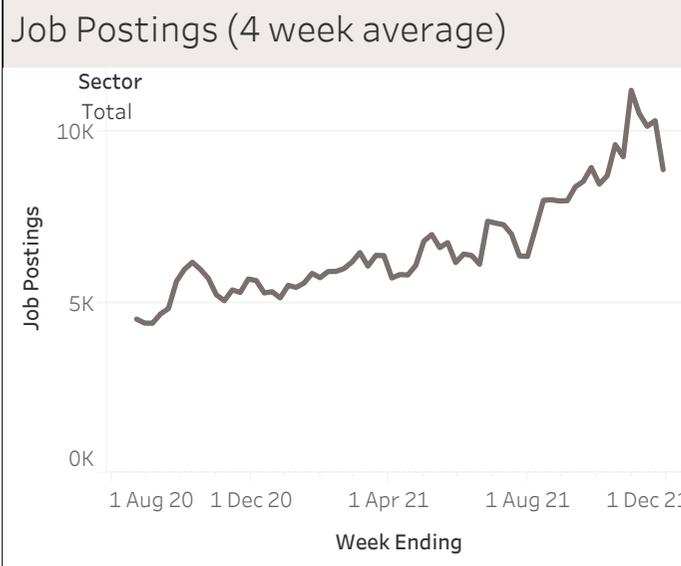
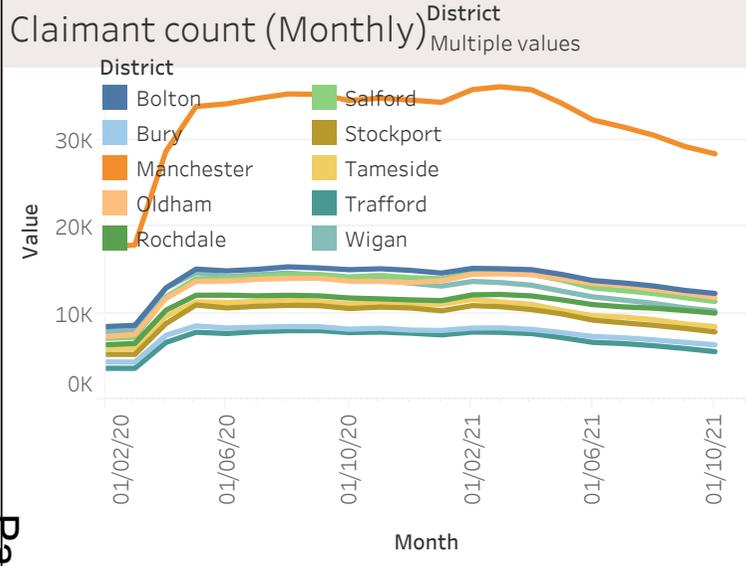
UK inflation as measured by the Consumer Price Index was 3.8% in the 12 months to October 2021. This was a 0.9% increase from the September figure of 2.9%. OBR forecasts issued alongside the Budget suggest rates are likely to rise to 4.4% during 2022 and could potentially reach 5%.

Data on credit risk from RedFlag, a provider of real-time business intelligence, shows that the percentage of GM businesses showing signs of financial distress fell slightly in the month to 1st November to 11.8%, down by 1%. This compared to 8.8% for the North West and 6.4% for the UK as a whole.

Overall passenger journeys recovered to around their pre-crisis levels in late May and have remained steady since, standing at 51 million total passenger journeys in week beginning 15th November. TfGM data shows that passengers are continuing to use public transport less frequently, **Journeys by Bus, Metrolink and Rail are -5%, -16% and -2% below pre-crisis levels respectively.** However, use of public transport has now increased for four consecutive months. **Google data on the number of journeys taking place across GM shows the number of people travelling to Grocery and Pharmacy locations has largely recovered.** **On 26th November all 10 GM districts were above pre-crisis levels.** Travel to workplaces across GM was -30% below its pre-crisis level on 26th November.

The UK Consumer Confidence Index increased three points to -14 in November 2021. Consumer confidence is seven points below its February 2020 level, following a low of -36 in May 2020.

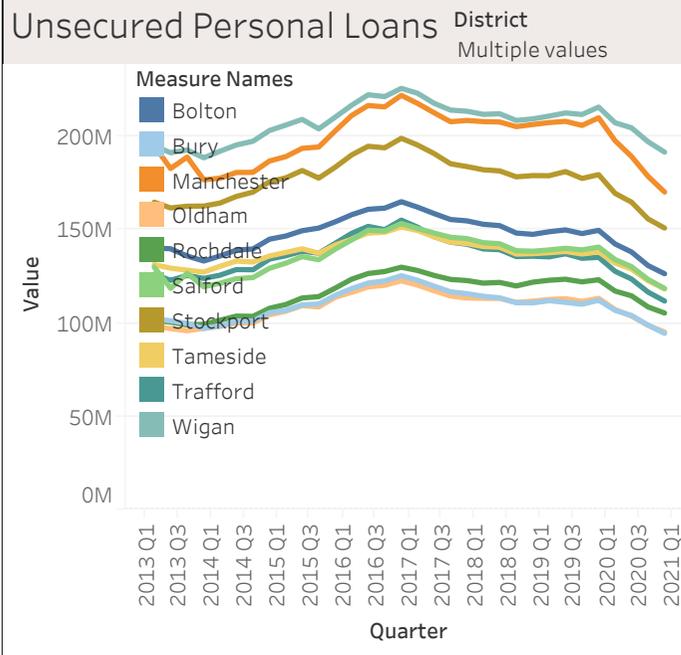
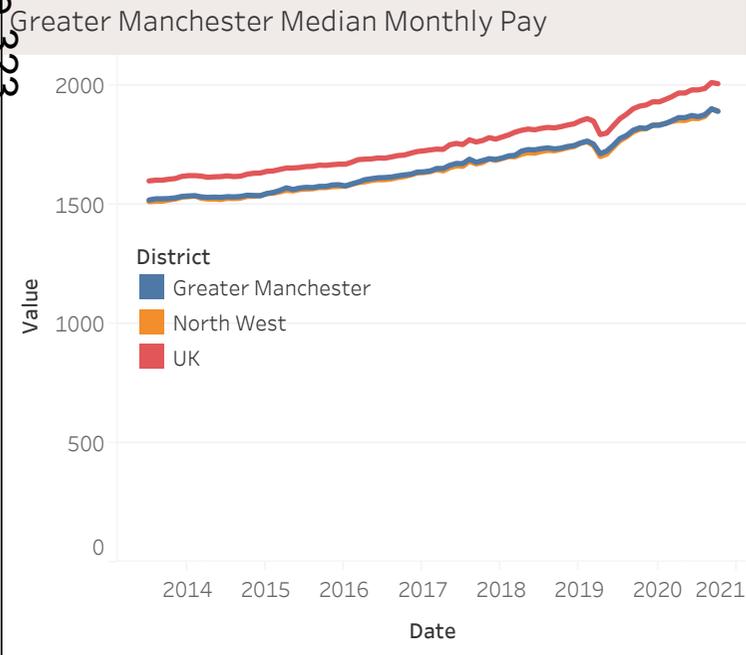
Labour Market and Household Finances



Key Facts

The number of claimants decreased by 3.6% to 112,110 between September and October. The fall in GM was lower than that nationally (4.0%). Trafford experienced the largest fall among GM districts (6.1%).

The 4-weekly average of online job postings decreased to 8,908 on 27th November. This is 21% lower than the 4 weeks to 30th October.

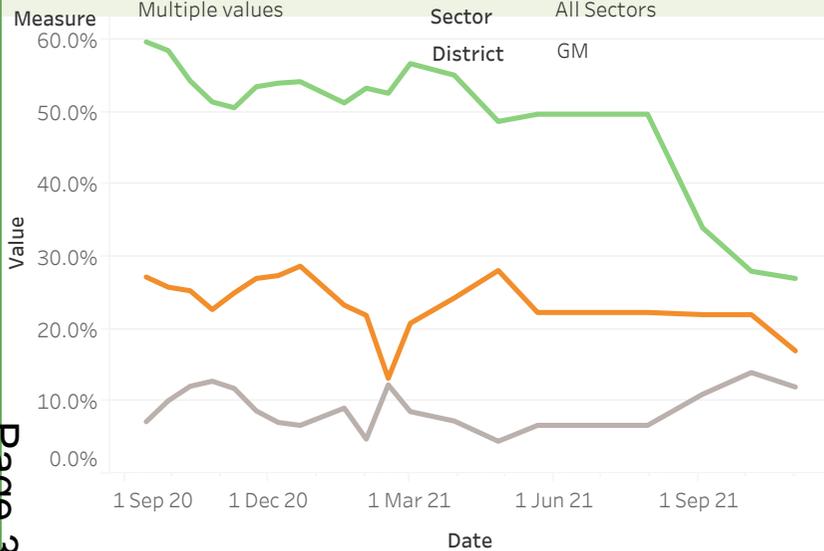


Median monthly pay in Greater Manchester was £1,889 in October 2021 compared to £2,005 for the UK, according to PAYE RTI data. Median monthly pay has increased 9% since October 2020 following a sharp decline at the beginning of the pandemic.

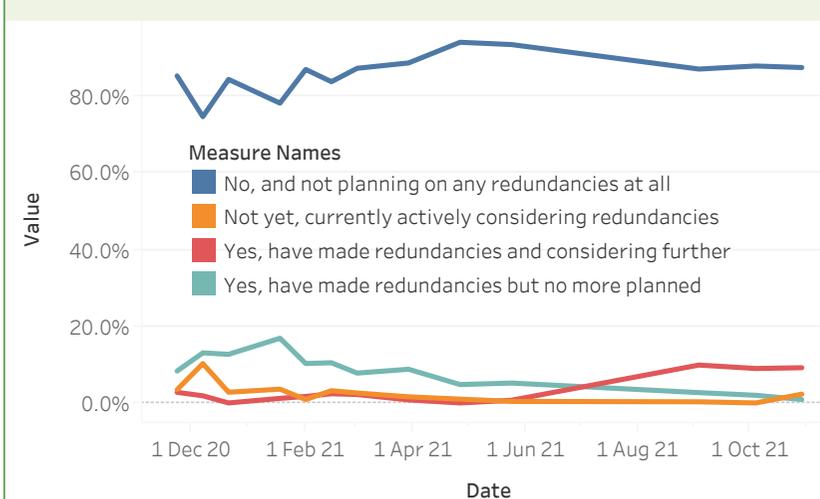
The value of Unsecured Personal Loans across Greater Manchester decreased by 4% from £1.33 billion in Q4 2020 to £1.28 billion in Q1 2021.

Business Outlook

Business Growth Hub Survey on COVID Impacts



Business Growth Hub Survey: Business planning to make redundancies



Key Facts

The most widely reported impact from the COVID crisis amongst businesses in the 12 weeks to the 1st November was decreased sales. 27.0% of businesses reported decreased sales, the number of businesses reporting decreased sales has declined for three consecutive months.

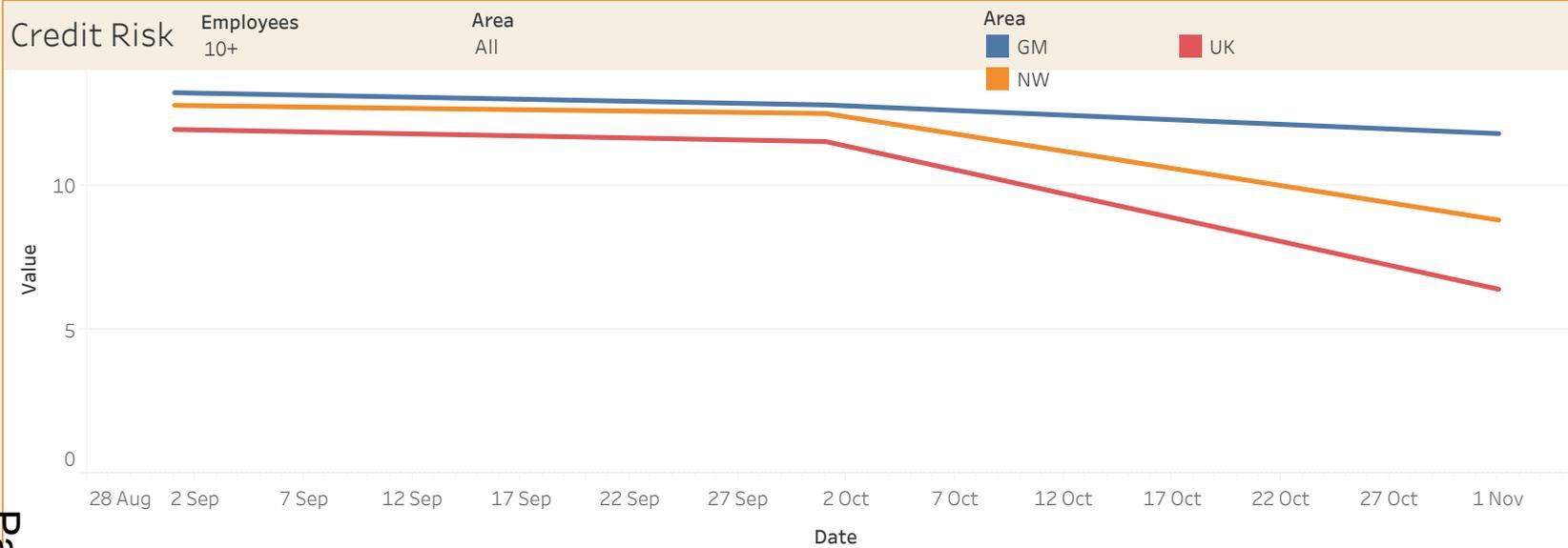
The number of firms that said they were considering making redundancies was 11.5% in the 12 weeks up to 29th October. 10.1% of firms said they had already made redundancies.

GM Chamber's GM Index increased from 30.4 in Q2 2021 to 31.9 in Q3 2021. This is the third consecutive positive score since Q1 2021.

GM Index (Quarterly)



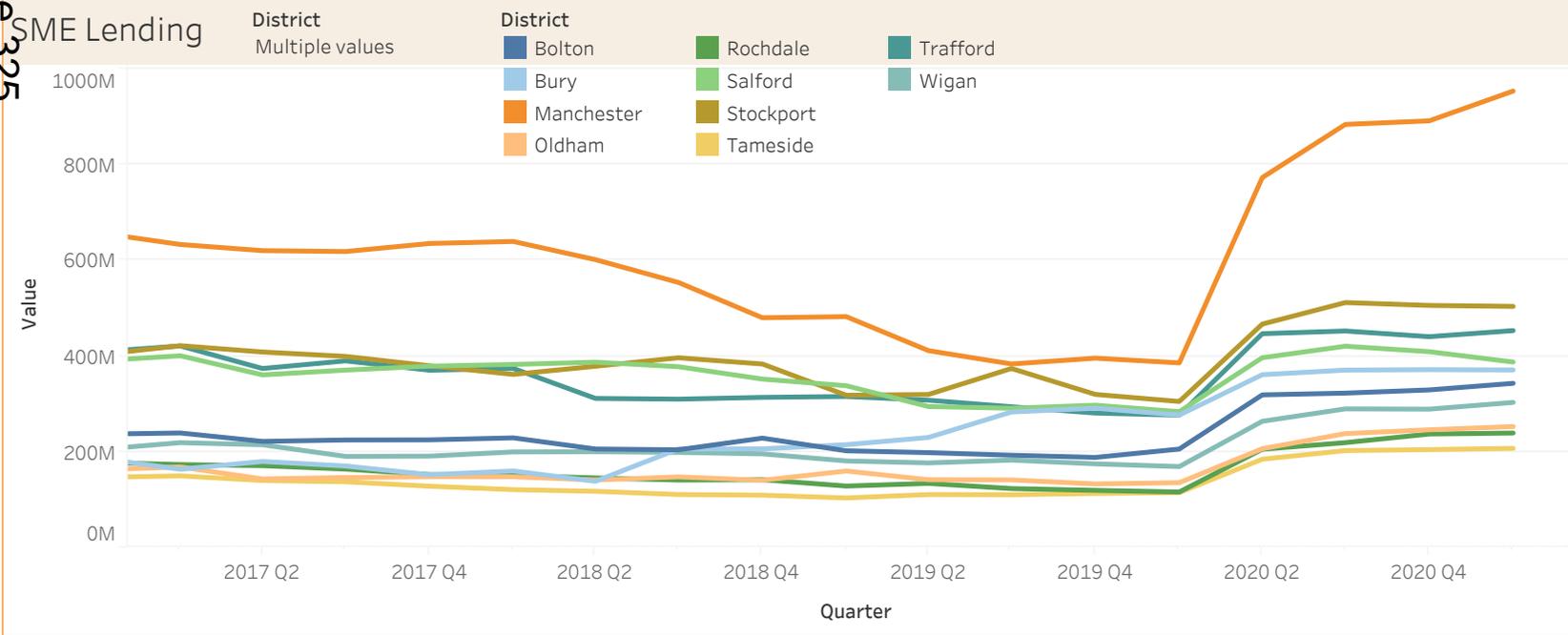
Business Lending and Credit Risk



Key Facts

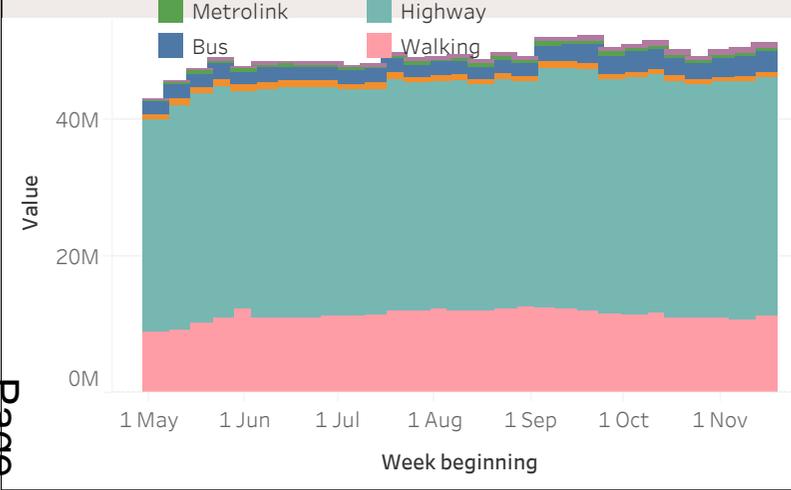
11.8% of all firms with 10 or more employees in GM had 1 or more red flags in the month to 1st November 2021, compared to 8.8% for the North West and 6.4% for the UK as a whole. Previously, 12.8% of firms in GM had 1 more red flags in the month to 1st October.

The value of loans to Small and Medium Sized Enterprises (SMEs) increased by 2% from £3.92 billion in Q4 2020 to £4.01 billion in Q1 2021. This data includes loans issued under the CBILS and BLS schemes.

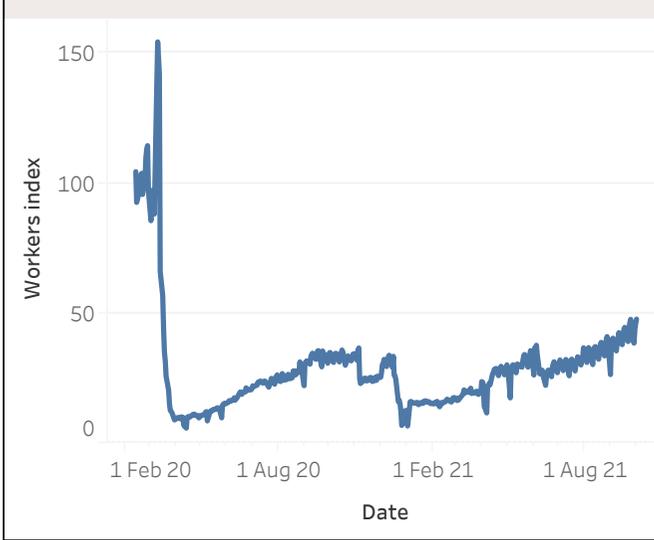


Behavioural Insights

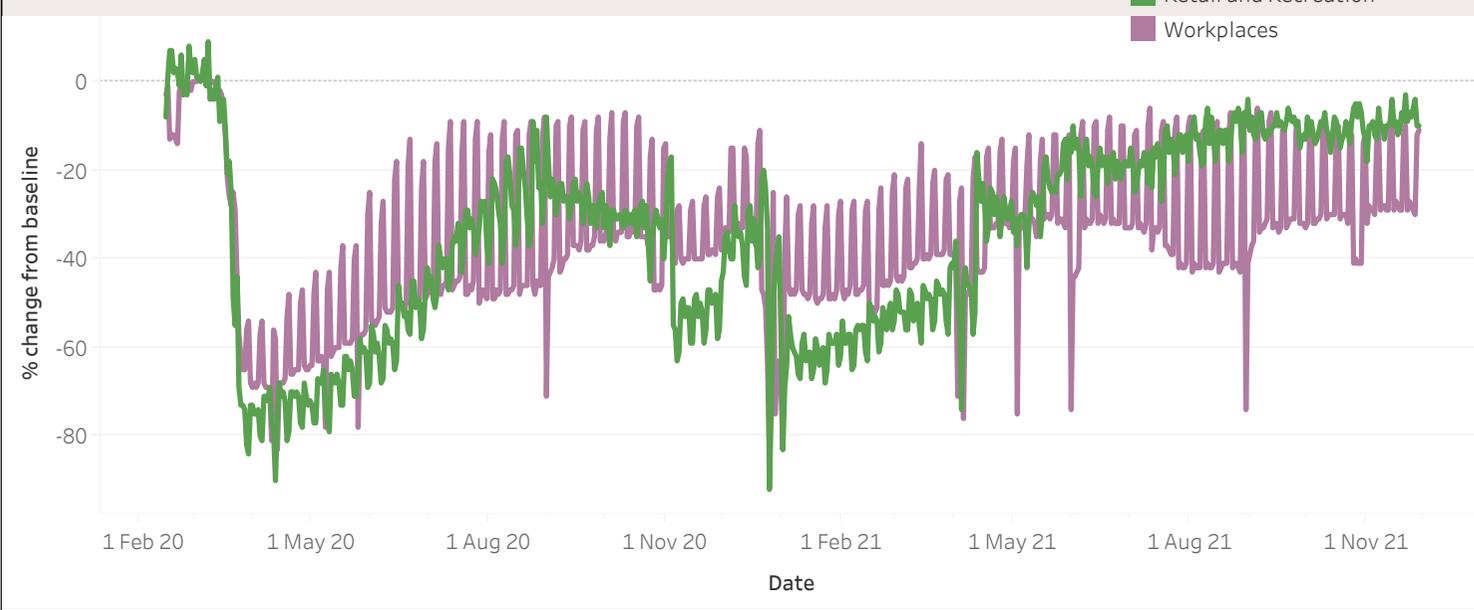
Greater Manchester Transport Usage by Mode (Weekly)



Workers Index



Google Mobility Data Location: Greater Man..



Key Facts

Google Mobility data for GM shows that the number of people moving through workplaces was 30% below the baseline and retail and recreation was 4% below the baseline on Friday 26th November 2021.

The Centre for Cities Workers index which looks at workers in the city centre in the daytime on weekdays was 47.8 on 30th September. The pre-lockdown baseline is 100.

There were 51 million passenger journeys across all modes of transport in Greater Manchester in week commencing 15th November 2021. Total passenger journeys are now roughly equal to pre-crisis levels.

National Indicators

UK purchasing managers index (Monthly)



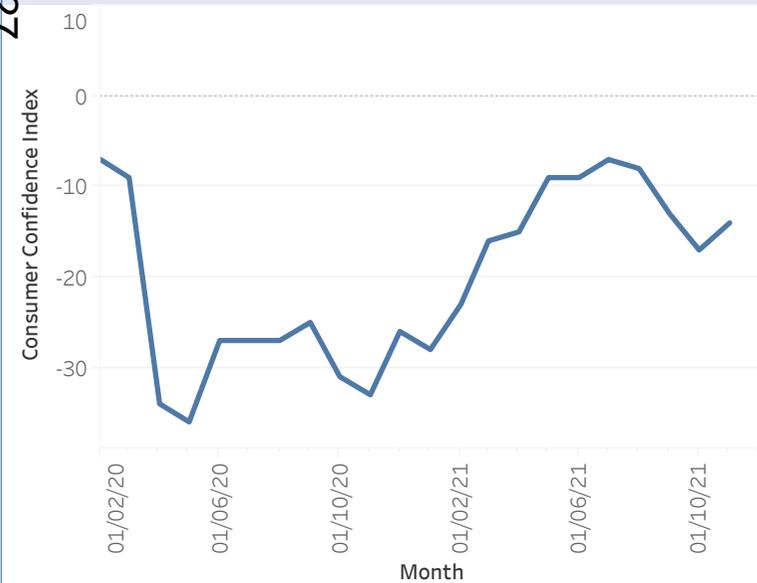
Key Facts

All three sectoral PMI's increased in October.
 Manufacturing PMI increased from 57.1 to 57.8, Construction PMI increased from 52.6 to 54.6. Services PMI increased from 55.4 to 59.1. All three PMI's are above the 50.0 threshold that indicates growth.

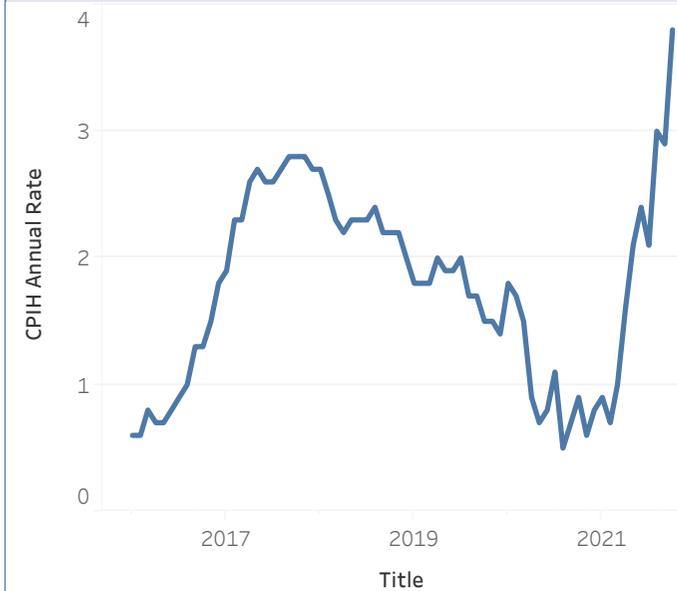
The UK Consumer Confidence Index increased three points to -14 in November 2021.
 Consumer confidence is seven points below its February 2020 level, following a low of -36 in May 2020.

UK inflation as measured by the Consumer Price Index was 3.8% in the 12 months to October 2021. This was a 0.9 percentage points increase from the September figure of 2.9%.

UK consumer confidence (Monthly)



UK Inflation



International Trade

Export Documents (Monthly)



Key Facts

Export documents processed by the GM Chamber of Commerce increased by 4.6% in September, from 2,103 to 2,200. The total number of export documents is down 19.9% since September 2020.

The total value of exports from the North West was £7.0 billion, 1% less than Q4 2020. The total value of UK exports was £81.6 billion in Q4 2020, 7% less than Q4 2020.

Regional Exports (Quarterly)

Region: North West
Partner Region: Total



Definitions

Labour Market and Household Finances

Claimant Count - This data is taken from a **monthly statistical release by the Office for National Statistics**. Alternative Claimant Count experimental statistics measure the number of people claiming unemployment related benefits by modelling what the count would have been if Universal Credit had been fully rolled out since 2013 (when Universal Credit began) with the broader span of people this covers.

Job Postings - Job postings data is **taken from Burning Glass and updated on a weekly basis**. This measure indicates new job vacancies posted in that week for GM as a whole. New job postings are averaged over 3 weeks.

Median Monthly Pay - Taken from the ONS's **monthly experimental release using PAYE data**. Median monthly pay shows what a person in the **middle of all employees would earn each month**. The median pay is generally considered to be a more accurate reflection of the "average wage" because it discounts the extremes at either end of the scale.

Unsecured Personal Loans - This is taken from UK Finance's **quarterly statistical release and shows statistics on the geographic distribution of personal loans by certain UK lenders** (Barclays, CYBG, Lloyds Banking Group, HSBC, Nationwide Building Society, Royal Bank of Scotland and Santander UK in Great Britain; Bank of Ireland, Danske Bank, First Trust Bank, Nationwide Building Society and Ulster Bank in Northern Ireland).

Business Outlook

Growth Company Business Survey - Figures relating to the impact of COVID-19 on business are **taken from the Growth Company's monthly business survey**. The survey covers all businesses that are Growth Company Clients, this means that some businesses outside of GM that access Growth Company services may be included in the dataset.

GM Index - The Greater Manchester Index is a **quarterly composite indicator taken from seven measures in the Greater Manchester Chamber of Commerce's Quarterly Economic Survey**. Those seven indicators are Domestic Sales, Advance UK Orders, Export Sales, Advance Overseas Orders, Capacity Utilisation, Turnover Confidence, Profitability Confidence.

Business Support and Lending

Credit Risk - This data is **provided on a monthly basis by RedFlag**, a provider of real-time business intelligence. The data shows businesses that have 1 or more 'red flags', this means that they are at risk of potential insolvency.

SME Lending - This is taken from UK Finance's **quarterly statistical release**. Trends covering member lending to UK small and medium sized enterprises (SMEs). Data is shown for loans and overdrafts across postcode sectors. This data includes loans made under CBILS and BBLs.

Behavioural Insights

Google Mobility Data - This data is from **Community Mobility Reports published by Google**. The reports chart movement trends over time by geography, across different categories of places such as retail and recreation, groceries and pharmacies, parks, transit stations, workplaces, and residential.

Greater Manchester Transport Usage by Mode - This data is provided by Transport for Greater Manchester and measures the number of passenger journeys on each mode of transport (Car, Bus, Rail, Cycling, Metrolink).

Workers Index - This data is taken from the **Centre for Cities Workers Index released on a monthly basis**. The index looks at city-centre workers in the city centre in the daytime on weekdays, compared to a pre-lockdown baseline of 100. The index uses anonymised mobile phone data from Locomizer.

National Indicators

Purchasing Manager's Index - The Purchasing Managers' Index (PMI) is an index of the prevailing direction of economic trends in the manufacturing, service and construction sectors. It consists of a diffusion index that summarizes whether market conditions, as viewed by purchasing managers, are expanding, staying the same, or contracting. **The Index is published on a monthly basis by IHS Markit Economics**. The purpose of the PMI is to provide information about current and future business conditions to company decision makers, analysts, and investors.

Consumer Confidence - In the United Kingdom, the consumer confidence survey measures the level of optimism that consumers have about the performance of the economy in the next 12 months. **Published on a monthly basis by GfK**. The GfK Consumer Confidence is derived from the survey of about 2,000 consumers which are asked to rate the relative level of past and future economic conditions including personal financial situation, climate for major purchases, overall economic situation and savings level.

Inflation - This data is taken from a **monthly release by the Office for National Statistics**. The Consumer Prices Index including owner occupiers' housing costs (CPIH) is the most comprehensive measure of inflation. It extends the Consumer Prices Index (CPI) to include a measure of the costs associated with owning, maintaining and living in one's own home, known as owner occupiers' housing costs (OOH), along with council tax.

International Trade

Export Documents - This is a **monthly count of the number of export documents processed for GM businesses**, as reported to GMCA by the **GM Chamber of Commerce**. It gives an indication of the level of international trade happening in GM in the month.

Regional International Trade - This data is published by HMRC on a **quarterly basis**. The data combines EU and Non - EU trade for all regions of the UK.

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Greater Manchester Combined Authority

Date: 17th December 2021
Subject: Local Growth Deal Programme Update
Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport and Eamonn Boylan, Chief Executive Officer, GMCA and TfGM

Purpose of Report

The purpose of this report is to provide the Combined Authority with an update in relation to the progress made on the Local Growth Deal (LGF) Programme (tranches 1, 2 and 3) and to seek expenditure approvals the Oldham Town Centre Regeneration scheme. Additionally, the report provides an update on the health check of the Stockport Mixed Use scheme and seeks expenditure approval of the Mayors Challenge Fund contribution to this scheme.

Recommendations:

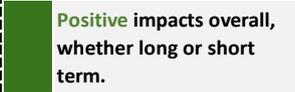
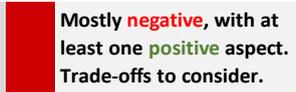
The GMCA is requested to:

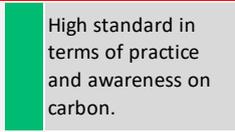
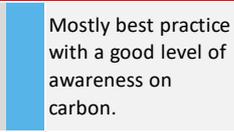
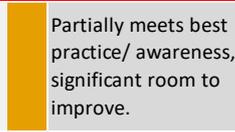
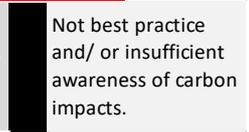
1. Note the progress made in relation to the Growth Deal Transport schemes as set out in Section 3 and 4 of this report;
2. Note the progress made in relation to the Non-Transport Skills Capital and Economic Development and Regeneration (ED &R) programmes as set out in Section 6 of this report;
3. In relation to the Stockport Mixed Use scheme; note that the Full Business Case health check has recently been undertaken; further note that GM Chief Executives have (in line with agreed governance) agreed the allocation of Growth Deal programme contingency allowance to the scheme; approve the remaining contribution of £8.845 million from the Mayors Challenge Fund (MCF) to provide the full, overall, contribution to the scheme from the MCF of £11.263 million; and grant Final Full Approval to the scheme to enable a contract for the main construction works to be awarded and for the scheme to progress; and
4. Agree the expenditure approval of £4.645 million of Growth Deal funding for the remaining two packages of the Oldham Town Centre Regeneration works as set out in Section 5 of this report.

Contact Officers

Steve Warrener	07711819301	Steve.Warrener@tfgm.com
Simon Nokes	07810528485	Simon.Nokes@greatermanchester-ca.gov.uk
Chris Barnes	07867 521688	Chris.barnes@tfgm.com
Ross Beard	07825 896310	Ross.beard@tfgm.com
David Budd	0161 244 1163	David.budd@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire							
Impact Indicator	Result	Justification/Mitigation					
Equality and Inclusion							
Health	G	The Growth Deal Programme provides improved public transport links and active travel opportunities					
Resilience and Adaptation	G	The Growth Deal programme as a whole includes a series of measures designed to encourage economic growth through transport improvements to encourage modal shift to public transport and active travel and enhanced access to employment.					
Housing							
Economy	G	The purpose of the Growth Deal programme is to support further economic growth in GM.					
Mobility and Connectivity	G	The Growth Deal programme as a whole includes a series of measures designed to encourage modal shift to public transport and active travel.					
Carbon, Nature and Environment	G	The Growth Deal programme as a whole includes a series of measures designed to encourage modal shift to public transport and active travel.					
Consumption and Production							
Contribution to achieving the GM Carbon Neutral 2038 target		The Growth Deal programme as a whole includes a series of measures designed to encourage modal shift to public transport and active travel.					
Further Assessment(s):		Carbon Assessment					
	Positive impacts overall, whether long or short term.		Mix of positive and negative impacts. Trade-offs to consider.		Mostly negative, with at least one positive aspect. Trade-offs to consider.		Negative impacts overall.

Carbon Assessment								
Overall Score								
Buildings	Result	Justification/Mitigation						
New Build residential	N/A							
Residential building(s) renovation/maintenance	N/A							
New Build Commercial/Industrial	#DIV/0!							
Transport								
Active travel and public transport		The Growth Deal programme as a whole includes a series of measures designed to encourage modal shift to public transport and active travel.						
Roads, Parking and Vehicle Access		The Growth Deal programme as a whole includes a series of measures designed to encourage modal shift to public transport and active travel.						
Access to amenities		The Growth Deal programme as a whole includes new transport links and a series of measures designed to encourage modal shift to public transport and active travel.						
Vehicle procurement		The Growth Deal Programme includes the purchase of new trams which will provide sustainable public transport within GM						
Land Use								
Land use	N/A							
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.		Mostly best practice with a good level of awareness on carbon.		Partially meets best practice/ awareness, significant room to improve.		Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

Risk management considerations are referred in paragraphs 3.10, 5.5, 5.4, 5.5, 5.6, 5.7 and, 5.12 of the report.

Legal Considerations

There are no legal considerations.

Financial Consequences – Revenue

There are no revenue considerations.

Financial Consequences – Capital

Financial Consequences – Capital, are referenced in paragraphs 2.3, 3.9, 4.6, 5.1 – 5.14, 6.1 and, 6.6 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

1. Executive Summary

- 1.1. This report provides an update in relation to the progress made on the Local Growth Deal programme since the last update provided to the GMCA in March 2021. 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). Additionally, the report provides an update on the outcome of recently undertaken health check on the Stockport Mixed Use project and seeks expenditure approval of the Mayors Challenge Fund contribution to this scheme; and seeks expenditure approvals for the Oldham Town Centre Regeneration scheme.

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. In March 2021, in line with the prevailing grant conditions, the Growth Deal Programme reported full spend of all of the LGF grant.
- 2.3. The projects which remain to be completed beyond March 2021 are being funded through 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.

3. LGF 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 either complete or 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. Six Major schemes, namely the Wigan Bus Station, MSIRR Regent Road/Water Street, Wigan A49 Link Road, Ashton Interchange, MSIRR Great Ancoats Street and Stockport TCAP projects are complete.
- 3.4. Works are progressing on the remaining scheme elements of the Salford Bolton Network Improvement Programme (SBNI) scheme, which is due to complete in autumn 2022. The Rochdale South Heywood Link Road scheme is progressing well on site and due to complete summer 2022. The A5063 Trafford Road scheme (Salford), which is also on site, is due to complete in summer 2022.
- 3.5. The Oldham Town Centre Regeneration/Accessible Oldham scheme has recently achieved Full Approval for its final packages and is due to complete in summer 2023. The final element of the Metrolink Service Improvement Package is due to complete in the first quarter of 2022.

- 3.6. Advance enabling works are progressing on the Stockport Mixed Use Development and Wigan M58 Link Road schemes.
- 3.7. The Stockport Interchange Mixed Use scheme was granted Full Approval in July 2020 and has recently concluded a Full Business Case 'health check'. Further details and a request to grant Final Full Approval and agree the expenditure approval of the Mayors Challenge Fund contribution to the scheme are set out in section 5 of this report.
- 3.8. Detailed design is ongoing on the Salford Central Station and Carrington Relief Road schemes.

Financial Update

- 3.9. The full Growth Deal funding grant was confirmed as spent to 31 March 2021. The projects which remain to be completed beyond March 2021 are being funded by utilising non-Growth Deal funding as set out in Section 2.3 above.
- 3.10. Work has continued with scheme promoters to ensure schedules and financial forecasts are regularly reviewed, and that risks and issues are identified and mitigated. Claims for the reimbursement of expended costs from scheme promoters are being processed on an ongoing basis, in line with the agreed Growth Deal Major Schemes Capital Programme Guidance.

4. Additional Priorities and Minor Works

Overview

- 4.1. 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.
- 4.2. The Minor Works programme is a package of 75 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.
- 4.3. Significant progress has been made in taking forward the Minor Works programme. 57 of the Minor Works and Additional Priority schemes are now fully complete with the remainder either in delivery or progressing towards approval.
- 4.4. 71 mini-Business cases, with support from TfGM's programme management team, have now been approved by GM Transport Strategy Group (TSG). The remaining 4 schemes are either in review or require further development before they can be considered for approval.
- 4.5. It is anticipated that all of the Minor Works and Additional Priorities schemes will be completed by spring 2023.

Financial Update

- 4.6. The Additional Priorities and Minor Works programme was confirmed as spent to 31 March 2021. The projects which remain to be completed beyond March 2021 are being funded by utilising non-Growth Deal funding as set out in item 2.3.

5. Expenditure Approvals and funding re-allocations

Stockport Interchange Mixed Use

- 5.1. Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.
- 5.2. 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. The project, which comprises a new transport interchange with a direct link to the rail station, a public park and 196 residential apartments, is being supported through a combination of Local Growth Deal and Mayors Challenge funding, together with a range of public and private sectors funding streams in relation to the residential aspects of the scheme.
- 5.3. Advanced Full Approval for the scheme was granted in July 2020 to enable a staged series of contractual commitments to be entered into with the preferred Main Contractor; noting that a further independent health check would be undertaken once the design and associated costs had been finalised and prior to main works commencing on site.
- 5.4. Subsequent to the granting of Advanced Full Approval, a temporary Travel Shop has been constructed and is now operational within the Mersey Square shopping precinct. A temporary bus station on the site of nearby Heaton Lane car park has also been constructed, and this was brought into operational use in August of this year. An enabling works contract aimed at preparing the site and de-risking the main contract works commenced following the re-location of operations to the temporary bus station and these works are continuing on site.
- 5.5. In working with the preferred bidder for the scheme, Willmott Dixon Construction Limited, a maximum contract price has been agreed to inform the health check noted above and the finalisation of contractual arrangements.
- 5.6. This health check has now been completed across the full range of business case criteria required by the agreed Local Growth Deal governance arrangements, including consideration of legal, risk, financial (both capital and revenue) and strategic fit consequences. The review concluded that these criteria have been substantially met; that the scheme generates significant wider economic benefits enabling it to represent very high value for money; and that the project is in a state of readiness to proceed to the delivery of the main contract works.
- 5.7. The above notwithstanding, Members of the Combined Authority are requested to note the market volatility and inflationary pressures within the construction market (as a result, predominantly, of Covid-19 and Brexit related matters) which have prevailed over recent months and which have been reported separately through the regular Capital Update reports which have been submitted to GMCA during this period.
- 5.8. These pressures have been the predominant cause of an increase to scheme costs in the sum of £6.1 million (in addition to the £61.7 million Growth Deal funding previously approved) which has been experienced subsequent to the granting of Advanced Full Approval in July 2020; the shortfall for which, following agreement by GM Chief Executives (in line with agreed governance), will be met through the allocation of Growth Deal programme contingency allowance.

- 5.9. The overall funding package for the Stockport Interchange Mixed Use scheme includes a financial contribution of £11.263 million from the Mayor's Challenge Fund (MCF) in relation to the cycling and walking interventions provided for within the scheme, including a 'bridgescape' link to the town's railway station and the pedestrianisation of Mersey Square, all of which have been subject to the necessary design checks and approvals as set out in the agreed MCF governance process.
- 5.10. £2.418 million of this contribution was approved by the Combined Authority on 5 May 2020. In line with the agreed governance arrangements which are in place for the Mayor's Challenge Fund, the Combined Authority is now requested to approve the remaining contribution of £8.845 million from MCF to provide the full overall contribution of £11.263 million and enable, in conjunction with the granting of Final Full Approval, a contract for the Stockport Interchange Mixed Use main construction works to be awarded and the scheme to progress.
- 5.11. Stockport Council, in support of this approval, have confirmed that the construction of the cycling and walking elements of the development will be managed alongside the remainder of Stockport's MCF programme to ensure that the ceiling funding value of £27.5m is not exceeded.
- 5.12. The Combined Authority is requested to note the Full Business Case health check that has recently been undertaken in relation to the Stockport Mixed Use scheme, grant Final Full Approval and agree the expenditure approval of the Mayors Challenge Fund contribution to the scheme as set out above.

Oldham Town Centre Regeneration and Connectivity

- 5.13. 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. All three packages have now gained endorsement of its mini-business case from GM Transport Strategy Group and works are complete on the first package.
- 5.14. Oldham Council has entered into a Strategic Partnership Agreement with a delivery contractor for the remaining works packages. The remaining two packages are forecast to commence on site in 2022 and be complete by summer 2023.
- 5.15. In line with the Growth Deal governance, it is requested that expenditure approval be agreed for the remaining two packages to the value of £4.645 million in line with the LGF allocation.

6. Non Transport Update

- 6.1 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 either completed or making significant progress towards completion 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.
- 6.2 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 achieved building handover from contractors in November 21. The college will complete fit out works ready for teaching in January 22. The centre has been designed in consultation with construction employers with aims to bridge the skills gap in the construction industry.
- The Manchester College City Centre Campus Digital & Creative centre is also progressing well in its delivery. The College's part refurbished/ part new build Openshaw Campus has completed and is hosting an official opening in December 21.
- Construction and building handover completed on Oldham College's Construction Centre in March 21 and the facility has been in use since the start of the academic year in September 21.
- Bury College campus improvement works completed in April 21. Site works have commenced on the new Bury College health innovation STEM centre following planning permission being granted in September 21.
- Work is progressing on the final round 3 project, Hopwood Hall Engineering Centre, with full planning permission granted in September 21. The project cost has increased post tender, however, this has been approved and will be funded from the college's own cash reserves.

6.3 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 projects have now either completed or made significant progress towards completion. We have an established programme monitoring function in place to monitor the agreed outputs of our investments over the next 3-5 years, following completion.

6.4 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) will bring together art and design with technology and computing all under one roof. Work is scheduled to complete this quarter and an official opening planned for February 22.
- The University of Manchester's Christabel Pankhurst Centre will be investment in the development of advanced health materials, digital technology and precision medicine; the virtual Institute was officially launched in January 21. Work has started on site, however, due to the discovery of an underground oil tank on site, the project has experienced some delays. This has now been

approved and a forecast completion date for late summer 2022 has been proposed with a defined date to be given in the New Year.

- 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. The operator has now been appointed.
- 6.5 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. Monitoring of the LGF non transport projects is ongoing with 2021/22 being a key year for completion of some major capital projects.
- 6.6 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 either completed or making significant progress towards completion 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. Recommendations

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

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

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Greater Manchester Combined Authority

Date: 17th December 2021

Subject: GM Investment Framework, Conditional Project Approval

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 an investment into My First Five Years Limited (“MFFY”) and approval for follow-on investments into Immersify Education Limited (“Immersify”) and Tootoot Limited (“Tootoot”). 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.

Recommendations

The GMCA is requested to:

1. approve an investment into My First Five Years Ltd (investment of up to £750k);
2. approve a follow-on investment into Immersify Education Ltd of up to £200k;
3. approve a follow-on investment into Tootoot Limited of up to £100k; and
4. delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the above Fund, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the investment, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment noted above.

Contact Officers

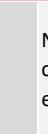
Eamonn Boylan: eamonn.boylan@greatermanchester-ca.gov.uk

Bill Enevoldson: bill.enevoldson@greatermanchester-ca.gov.uk

Laura Blakey: laura.blakey@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment

A) My First Five Years Ltd

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health	G	
Resilience and Adaptation		
Housing		
Economy	G	30 jobs to be created in Salford Digital and innovative app
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Further Assessment(s): Equalities Impact Assessment		
	Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.
	Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.
Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
	No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.
	Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.
	Not best practice and/ or insufficient awareness of carbon impacts.	

B) Immersify Education Ltd

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health	G	
Resilience and Adaptation		
Housing		
Economy	G	30 jobs to be created in Salford Digital and innovative app
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		

Further Assessment(s): Equalities Impact Assessment

 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.
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Carbon Assessment

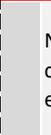
Overall Score

Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	

 No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.
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C) Tootoot Ltd

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health	G	
Resilience and Adaptation		
Housing		
Economy	G	30 jobs to be created in Salford Digital and innovative app
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Further Assessment(s): Equalities Impact Assessment		
	Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.
	Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment		
Overall Score	<input type="text"/>	
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
	No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.
	Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.
	Not best practice and/ or insufficient awareness of carbon impacts.	

Risk Management

The investments recommended 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 investments 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.

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

1.1. Background:

- 1.1.1. 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 (at a minimum) a supporter of the Greater Manchester Good Employment Charter.
- 1.1.2. This assessment incorporated:
 - an appraisal by the GM Core Investment Team; and
 - a review by a sub-group of GM Chief Executives.

2. Investments Recommended for Approval in Principle

2.1. My First Five Years Ltd, Salford

Sector: Digital & Creative

- 2.1.1. The business case in respect of an up to £750k investment into My First Five Years (MFFY) has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for conditional approval.
- 2.1.2. MFFY is a child development mobile application ("app") allowing parents to understand and track their children's development through the first five years.
- 2.1.3. The app provides advice and information that is based on science and research, from a wide range of sources, rather than opinion. The test version of the app has been released to a community of parents with feedback being obtained and incorporated in advance of the planned commercial launch in 2022.
- 2.1.4. The Company was founded by Jennie Johnson (also the founder of Kids Allowed nurseries) alongside the early years development expert, Alistair Bryce-Clegg. The Company is raising £1.2m in order to launch and scale the app.

2.1.5. It is recommended that GMCA invest up to £750k into the round alongside existing investors and new High Net Worth Individuals. The investment will support the forecast creation of thirty new jobs in the region over the next two years.

2.1.6. Further details regarding the investment are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

2.2. Immersify Education Ltd, Manchester

Sector: Life Sciences

2.2.1. The business case in respect of an up to £200k investment into Immersify has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for conditional approval.

2.2.2. In September 2019, the GMCA approved an equity investment of £150k into Immersify as part of a £260k investment round. Immersify is an e-learning platform which seeks to bridge the gap between theoretical and practical learning by utilising augmented reality and animation to present interactive 3D models, to be used in subjects which require practical application – the first of which is dentistry. An example would be where students are being taught how to inject patients – it is difficult to visualise this in 2D material and can be seen much clearer on a 3D model.

2.2.3. The Immersify app effectively condenses long form and short form content into lesson modules, providing bespoke practicals, concise lessons and alternative learning methods such as flash cards/multiple choice questions etc. The feedback is that this provides much more engaging content than traditional textbooks, with instantaneous feedback to the user and engagement metrics to the universities.

2.2.4. The business is looking to raise £1.2m to support the further growth of its team and roll-out of the product to additional customers, of which it is recommended the GMCA provide a follow on investment of up to £200k. Manchester will continue to be the headquarters creating further high quality digital jobs for the region.

2.2.5. Further details regarding the investment are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

2.3. Tootoot Limited, Manchester

Sector: Digital & Creative

2.3.1. The business case in respect of an up to £100k investment into Tootoot has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for conditional approval.

2.3.2. The GMCA approved equity investments totalling £320k into Tootoot in September 2019 and June 2020. Tootoot is a tech business, which provides a platform to institutions for their stakeholders to report bullying, mental health issues, safeguarding issues, morale and employee engagement. The initial product was designed for use by schools. The business then developed a system for use in workplaces which has been rolled out over the last 12 months.

2.3.3. The business is looking to raise £200k to support the growth of its sales team allowing sales traction to continue to be built. It is recommended that the GMCA invest up to £100k into the round alongside existing investors.

2.3.4. Further details regarding the investment are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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