

**GREATER MANCHESTER CORPORATE ISSUES & REFORM
OVERVIEW AND SCRUTINY COMMITTEE**

DATE: Tuesday 8 March 2022

TIME: 6.00 pm

VENUE: GMCA, Tootal Buildings, Broadhurst House, 56 Oxford
Street, Manchester M1 5JW

AGENDA

1. **WELCOME AND APOLOGIES**
2. **CHAIR'S 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 at least 48 hours in advance of the meeting.

4. **TO APPROVE THE MINUTES OF THE LAST MEETING HELD ON 16 NOVEMBER 2021** 5 - 14

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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

5. SCHOOL READINESS UPDATE 15 - 26

Presented by Jane Forrest, Director Public Service Reform, GMCA

6. DELIVERY OF EARLY YEARS DIGITISATION AND SUPPORT FOR DIGITAL TRANSFORMATION ACROSS GREATER MANCHESTER 27 - 36

Presented by Phil Swan, Chief Information Officer, Digital, GMCA

7. GREATER MANCHESTER LOCAL FULL FIBRE NETWORK PROGRAMME UPDATE AND GREATER MANCHESTER FIRE & RESCUE SERVICES WIDER AREA NETWORK REFRESH 37 - 44

Presented by Phil Swan, Chief Information Officer, Digital, GMCA

8. REVIEW OF OVERVIEW AND SCRUTINY ARRANGEMENTS

Verbal update by Joanne Heron, Statutory Scrutiny Officer, GMCA and Chair

9. FORWARD PLAN OF KEY DECISIONS 45 - 58

Presented by Joanne Heron, Statutory Scrutiny Officer, GMCA

10. WORK PROGRAMME 59 - 64

Presented by Joanne Heron, Statutory Scrutiny Officer, GMCA

11. 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.

12. COVID 19 AND LATENT DEFECTS

65 - 90

Presented by David Taylor, Executive Director, Waste

13. DATE AND TIME OF NEXT MEETING

To be confirmed.

COMMITTEE MEMBERSHIP		
Name	Organisation	Political Party
Councillor Samuel Rimmer	Bolton Council	Conservative
Councillor Nathan Boroda	Bury Council	Labour
Councillor Tim Pickstone	Bury Council	Liberal Democrat
Councillor Lee-Ann Igbon	Manchester City Council	Labour
Councillor Colin McLaren	Oldham Council	Labour
Vacancy	Oldham Council	
Councillor Kallum Nolan	Rochdale Council	Labour
Councillor Gina Reynolds	Salford City Council	Labour
Councillor Tanya Burch	Salford City Council	Labour
Councillor Wendy Wild	Stockport Council	Labour
Councillor John McGahan	Stockport Council	Conservative
Councillor Teresa Smith	Tameside Council	Labour
Councillor Jill Axford	Trafford Council	Labour
Councillor Nathan Evans	Trafford Council	Conservative
Councillor Joanne Marshall	Wigan Council	Labour

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

Governance & Scrutiny Officer: Jenny Hollamby

✉ jenny.hollamby@greatermanchester-ca.gov.uk

This agenda was issued on Date Not Specified 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

Name and Date of Committee.....>

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
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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:

Page 2
Bodies to which you have been appointed by the GMCA

Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

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

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.
- 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

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.

**MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY
CORPORATE ISSUES AND REFORM OVERVIEW & SCRUTINY COMMITTEE
HELD TUESDAY 15 NOVEMBER 2021, GMCA, 6.00 PM**

PRESENT:

Councillor Tim Pickstone	Bury (Chair)
Councillor Nathan Boroda	Bury
Councillor Samuel Rimmer	Bolton
Councillor Colin McLaren	Oldham
Councillor Gina Reynolds	Salford
Councillor Wendy Wild	Stockport
Councillor John McGahan	Stockport
Councillor Teresa Smith	Tameside
Councillor Jill Axford	Trafford
Councillor Nathan Evans	Trafford
Councillor Joanne Marshall	Wigan

OFFICERS IN ATTENDANCE:

Andy Burnham	Greater Manchester Mayor
Kevin Lee	Director, Greater Manchester Mayor's Office, GMCA
Andrew Lightfoot	Deputy Chief Executive, GMCA
Steve Wilson	GMCA Treasurer
Rachel Rosewell	GMCA Deputy Treasurer
John Wrathmell	Director, Economy, Strategy and Policy, GMCA
Joanne Heron	Statutory Scrutiny Officer, GMCA
Jenny Hollamby	Governance & Scrutiny Officer, GMCA

CI&R/35/21 WELCOME AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Stuart Hartigan (Bolton), Lee-Ann Igbon (Manchester), Sam Al-Hamdani and Hazel Gloster (Oldham), Tom Besford and Kallum Nolan (Rochdale), Tanya Burch and Ari Leitner (Salford), Mussadak Mirza (Trafford), Paul Maiden and Debra Wailes (Wigan).

CI&R/36/21 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

It was reported that Councillors Nathan Boroda (Bury) and Lee-Ann Igbon (Manchester) had been appointed to the Committee at the GMCA meeting on 29 October 2021. Councillor Boroda was welcomed to his first meeting.

**CI&R/37/21 TO APPROVE THE MINUTES OF THE LAST METING HELD ON
6 JULY 2021**

RESOLVED/-

That minutes of the last meeting held on 6 July 2021 be approved as an accurate record.

CI&R/38/21 DECLARATIONS OF INTEREST

RESOLVED/-

There were no declarations of interest received at the meeting.

The GMCA's Deputy Treasurer presented a report (contained in the Supplementary agenda) that would inform the GMCA at its next meeting on 26 November 2021 of the 2021/22 financial position at the end of September 2021 (Quarter 2).

The main points referred:

1. The increased spend in the digital directorate was raised. The increases were in relation to the smart resident's data exchange which was funded externally alongside the remaining retained Business Rates allocation. The other variances would be drawn down from reserves.
2. Reassurance was sought about using Mayoral reserves. An underspend had been brought forward from 2020/21 around Our Pass, which had allowed some flexibility in 2021/22 to fund of some non-recurrent costs. Further thought would be given to this for 2022/23.
3. More detail was requested about A Bed Every Night (ABEN) and sustainability. A full explanation and review would be provided as part of the budget setting process for 2022/23.
4. A Member asked about Metrolink usage and impacts on the transport revenue budget. This had not been a significant issue in 2021/22. The third settlement from Government, had been received to address reduced patronage to March 2022. There was risk in 2022/23 and work was taking place with the Department for Transport (DfT) and Treasury to look at a settlement. Due to several large events taking place, patronage had increased in September 2021. Patronage would continue to be monitored to inform the budget in 2022/23.

RESOLVED/-

That the Committee noted the report that would be consideration by the GMCA on 26 November 2021.

CI&R/40/21 GREATER MANCHESTER STRATEGY

Members considered the report of the Greater Manchester Mayor that provided the draft text for the refreshed Greater Manchester Strategy (GMS) and highlighted the proposed approach to the development of a detailed delivery plan and its implementation.

The main points referred:

1. The plans for wider transport infrastructure in the North were raised. It was advised the integrated rail plan was expected on Thursday 18 November. There were concerns about the impacts on Yorkshire, the North East and Northern Powerhouse Rail. Greater Manchester would like to see HS2 delivered in full, with an underground station at Piccadilly and a fully funded HS2 airport station. Bradford connectivity and the Golborne link were also raised as concerns. A system was needed to unite the North and was fundamental to the success for years to come.
2. A Member asked about home retrofitting older properties, electrical vehicle charging (EV) provision and funding. It was acknowledged there were problems retrofitting older properties, but more suitable solutions were now available. A retrofit taskforce had been set up to consider options and how to make retrofit happen at pace. £100m had been received from Government to largely retrofit Local Authority (LA) buildings and schools, which would kick start the retrofitting industry. In terms of homes, there would be a tiered mix of self-funded and supported funding. However, retrofitting was in its early stages and the industry needed developing to bring costs down. Upskilling the workforce was also required

to fill the jobs created. According to Places for Everyone plan, in 2028 all new build properties would have to be zero carbon to obtain planning permission, which would include EV charging points. Work at pace with BEC and Transport for Greater Manchester (TfGM) was taking place to install a further 100 charging points this year. Attention was drawn to District's local energy plans and how they would develop community wealth opportunities.

3. Universal basic services and the idea of a good life, which had been adopted in the GMS, would help everybody live a decent life and contribute to the economy and society. Given, the Independent Inequalities Commission report, a good life was seen as everyday wellbeing with the fundamentals being a secure job and good home, which was the aim of the principle. The mental health pandemic was acknowledged and the toll on resident's health because of Covid-19. Mental health services were inundated. Learning from the pandemic would be applied permanently and everyday support for residents would be provided through community and voluntary organisations, using community hubs to support residents opposed to relying on statutory services.
4. A Member asked about delivery of the first GMS and how accountability would be addressed, This had previously been raised and discussed by the Committee. Many of the goals had been achieved in school and life readiness, helping Greater Manchester's young people with Our Pass, a reduction in rough sleeping and being an age friendly City-region. There was clear progress, which had been interrupted by the pandemic. The refreshed GMS had taken account of that learning together with recommendations from the Independent Inequalities Commission, the Marmot Build Back Fairer report and climate change.
5. In terms of local accountability, an independent review by the Centre for Governance and Scrutiny, which Members would be involved in was underway. How the scrutiny arrangements were carried out would also be considered. Given the issues of travelling to the City centre and the legislation that required meetings to be in person, the benefits of on-line meetings during the pandemic were

recognised. It was suggested that a message to Government be pursued about the return to that option for some scrutiny arrangements. The Greater Manchester Mayor would support the conclusion of the independent review. Better scrutiny meant better decision making at a Greater Manchester level.

6. It was asked that decision a pre-scrutiny model be considered as part of the review process.
7. A Member asked how the Bus Service Improvement Plan would be used to create a London style bus service in Greater Manchester. The Bus Services Improvement bid was fundamental to ambitions more so than the capital allocation. This paid for the service residents would experience in terms of frequency, fares, network coverage, expansion and would guarantee all communities had a basic service. Connectivity was key to the provision. The capital element would pay for the electrification of the bus fleet by 50% by 2027. The critical issues were fares and increasing patronage, which could be centrally controlled. Residents must be persuaded to leave the car at home. A flat level fare of £1.55 and a daily cap across Greater Manchester, with options for tram use were seen as the answer for residents. Key messages for cross party lobbying were about public control and how that would provide tangible improvements opposed to a commercial deregulated system. The outcome of the judicial review around the decision to move to a franchise system was awaited.
8. A point was raised about the Good Employment Charter and how the practice of fire and rehire could be prevented in Greater Manchester. Fire and rehire was recognised as a problem in several sectors; the Charter needed updating to address the issue. This week was the National Living Wage week, and it was encouraging to see the number of businesses involved.
9. A comment was made about the underground plans for Piccadilly station and how it would shift the City centre. A comparison was made with New Street station in Birmingham, where the main shopping area was above the station.

10. A member asked about a prosperous Greater Manchester, inequalities and success. Greater Manchester was Europe's fastest growing digital and technical hub, which delivered one of the goals in the first GMS. Greater Manchester's digital economy was very strong and new job opportunities had been announced. Bringing high paid jobs to the area was critical to the prosperity that could rival London and the South East. Across the country, there was higher spend on research and development in Greater Manchester by businesses over the last five years. Innovation Greater Manchester was a partnership with Government to stimulate research and development investment and level up the North, which could generate economic and social benefits and create jobs across the City-region. Attention was drawn to the Northern Gateway site and the ambition to bring very high value employment. The University of Manchester's Advanced Material Productivity Institute (AMPI) would be located there. Building the research base alongside the industry was critical to achieving the uplift needed. Consideration was being given to clean air plans and how businesses could be supported. Greater Manchester was a digital and green leader which was building prosperity and providing jobs for residents.

RESOLVED/-

That the Committed noted and commented on the draft GMS and the proposed approach to the development and support of the delivery plan.

CI&R/41/21

GMCA CAPITAL UPDATE 2021/22 – QUARTER 2

Consideration was given to a report (contained in the Supplementary agenda) that presented an update in relation to Greater Manchester Combined Authority 2021/22 capital expenditure programme that would be considered by the GMCA at its next meeting on 26 November 2021.

A Member enquired about active travel funds and if there were any issues. As the information was not readily available, the GMCA's Deputy Treasurer agreed to answer the question outside of the meeting. However, spend was from the revenue funding for the programme. Given it was a small programme there could be issues about it being categorised as revenue rather than capital funding.

RESOLVED/-

1. That the Committee noted the report that would be consideration by the GMCA on 26 November 2021.
2. That the GMCA's Deputy Treasurer would provide a response to the question raised above outside of the meeting.

CI&R/42/21 FORWARD PLAN OF KEY DECISIONS

The report provided the Committee with the latest forward plan of key decisions (Appendix A of the report) to identify areas of focus within the remit of the Committee.

RESOLVED/-

That the forward plan of key decisions be noted.

CI&R/43/21 WORK PROGRAMME

The report presented the work programme for Members to review and update.

The main points referred:

1. The GMCA's Statutory Scrutiny Officer was asked to incorporate fibre roll out, bus franchising, school readiness and the clean air plan (budget matters) into the Work Programme, where applicable before the end of the Municipal Year.
2. The independent review of scrutiny arrangements conclusion would hopefully be available for the meeting on 8 March 2022. A Member asked how would, Members be involved in the review. The scope was being developed and it was understood that interviews, and questionnaires would be undertaken with Members. A task group was to be established and everybody would be given the opportunity to comment. It was agreed that an informal session for Members of the Committee to share their experience would be scheduled to consider the review and provide comments following a future meeting.
3. A Member asked if, dependent on capacity at the meetings in December 2021 and January 2022, items were chosen from the forward plan of key decisions and considered. Whilst items could be chosen, Members must be mindful that the topics fell within the remit of the Committee. The GMCA's Statutory Scrutiny Officer was asked to provide guidance. A Member commented that all decisions had a monetary value and therefore fell within the remit of the Committee, which was to oversee the budget and other financial matters.
4. A Member asked if monetary values could be added to the forward plan of key decisions to understand the scale and which to scrutinise. The GMCA's Statutory Scrutiny Officer was unsure if values could be added and agreed to report back outside of the meeting. However, all the decisions were key decisions, which meant they had a value of £500k or more and affected two Districts or more.

RESOLVED/-

1. That the above items be added to the Work Programme.

2. That an informal session for Members of the Committee be set up to consider the review and provide comments.
3. That guidance be produced for Members about what decisions within the Forward Plan of Key Decisions fell within the Committee's remit.
4. That the GMCA's Statutory Scrutiny Officer would clarify if values could be added to the forward plan of key decisions.

CI&R/44/21

DATE AND TIME OF NEXT MEETING

RESOLVED/-

That the next meeting be held on 7 December 2021 at 6.00 pm at the GMCA.

Corporate Issues & Reform

Overview and Scrutiny Committee

Date: 8 March 2022

Subject: School Readiness Update

Report of: Councillor Eamon O'Brien Portfolio Lead for Children and Young People and
Steven Pleasant Portfolio Lead Chief Executive for Children and Young
People.

Purpose of Report:

The purpose of this report is to:

- Provide an update on the Greater Manchester School Readiness programme, including the impact of the pandemic and key achievements during the current programme delivery phase.
- Provide an overview of the new, headline performance measures that will be used to measure School Readiness outcomes in the refreshed Greater Manchester Strategy.

Recommendations:

The Corporate Issues and Reform Overview and Scrutiny Committee is asked to note and endorse the contents of the report.

Contact Officers

- Jane Forrest, Director, Public Service Reform, GMCA
jane.forrest@greatermanchester-ca.gov.uk
- Miriam Loxham, Project Manager – School Readiness, Public Service Reform, GMCA
miriam.loxham@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Previously existing and newly arising inequalities in our society have been clearly evidenced by the coronavirus pandemic. Families expecting babies or with young children, especially those living in poverty have been disproportionately impacted by the pandemic which is expected to impact on early years outcomes in Greater Manchester. This paper outlines priorities activities that are underway to address the risk of growing inequalities in the early years as a result of the Covid-19 pandemic. Referenced in section 3.

The report also outlines the performance measures that will be used as part of the refreshed Greater Manchester Strategy to help understand if programme activities are making a difference for families and children. Referenced in 2.2.

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences – Revenue

The activities within this update are being carried out using existing resource. The current funding stream is referenced at 1.2.

3.3.Financial Consequences – Capital

N/A

Number of attachments to the report: 0

Background Papers

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?

Overview and Scrutiny Committee

8th March 2022

1. Introduction/Background

- 1.1. The current GM Children and Young People's (CYP) plan includes a priority focus on improving early years outcomes and school readiness levels; this is also a stated priority in the GM Children's Health and Wellbeing Framework and Population Health plan. Priority activities within this theme are delivered through the GM School Readiness programme, a 24-month programme of transformation work which builds on a long history of collective working within GM to improve early years outcomes.
- 1.2. The current programme has benefited from £2.1m of investment from the GM Health and Social Care Partnership alongside strands of additional non-recurrent funding. This is a joint programme of work, with GMCA as the lead delivery partner, that seeks to build on work to embed the GM Early Years Delivery Model (EYDM), providing capacity to accelerate priority work and engage the early years system.
- 1.3. The programme has focussed on closing the gap with national performance rates for school readiness, through strong system integration, early identification of family need by universal services and delivery of evidence-based interventions. Broadly speaking, the programme is structured around delivery of activity within three priority strands, identified below.
 - 1.3.1. **Developing an evidence-based model.** Further development and implementation of an evidence-based model for improving early years outcomes.
 - 1.3.2. **Embedding best practice pathways.** The GM EYDM includes several evidence-based pathways focused on universal and targeted provision that supports early intervention. The current programme of work focuses on developing and strengthening new and existing pathways.
 - 1.3.3. **Developing system enablers.** Activity within this priority focuses on providing a GM approach to developing the enablers identified by localities as critical to realising our ambition for early years and school readiness, including workforce, digital and high-quality early education.

2. School Readiness Performance and Impact of Covid

2.1. Performance academic year 2018/19

2.1.1. Prior to the start of the pandemic, school readiness for all pupils had been steadily improving in Greater Manchester. In the academic year 2018/19, 68.2 percent of children achieved a good level of development (GLD), compared with 71.8 percent nationally.

2.1.2. Although progress in this measure has plateaued in recent years, data released in 2018/19 showed that GM had closed the GLD gap with the England average for children eligible for free school meals. The GLD average for this cohort increased from 55 percent for the academic year 2017/18 to 56 percent for 2018/19. This is despite having higher levels of deprivation than in England as a whole.

2.1.3. However, we know that the impact from the Covid pandemic has widened the attainment gap with a disproportionate impact on disadvantaged communities. The Marmot *Build Back Better* report highlights that the pandemic will 'disproportionately hamper development for more disadvantaged young children' and 'worsen inequalities in educational attainment and lead to worse outcomes throughout life'.¹

2.1.4. The challenges posed by the Covid pandemic has had a particular impact on the provision of services for families and young children. Specific challenges in relation to school readiness and early years include:

- Children missing out on early education due to the partial closure of early years settings and schools.
- Increased childcare and early education market instability due to lost income; this has impacted on market management and local authority sufficiency duties.
- Disruption to delivery of the universal assessments within the GM EYDM resulting in delays to identification of need and provision of support for children and families from pregnancy to age 5.
- Delayed developmental milestones e.g., speech, language and communication, due to the impact of restrictions, the additional pressures experienced by families and a

¹ Michael Marmot, Jessica Allen, Peter Goldblatt, Eleanor Herd, Joana Morrison (2020). *Build Back Fairer: The COVID-19 Marmot Review. The Pandemic, Socioeconomic and Health Inequalities in England*. London: Institute of Health Equity

reduction in the day-to-day interactions and experiences that are critical to early years development.

- Disruption to key protective factors critical to the safeguarding of babies and young children.

2.1.5. While GM and locality plans aim to mitigate the impact of the pandemic on early years, the GLD data released later this academic year will help provide a snapshot of the immediate impact of the pandemic on education attainment in the early years. This will be the first GLD release since the academic year 2018/19 due to the pandemic and the cancellation of the EYFSP in 2019/20 and 2020/21.

2.1.6. In addition to the gaps in reporting data, from this academic year (2021/22) GLD data will not be comparable with the historic data. EYFS reforms introduced in September 2021 mean that the assessment criteria have changed and the 2022 GLD will be based on these new criteria. The reforms fundamentally change how the measure will be interpreted and generated, it will take time for the new criteria to be applied consistently and the data to therefore be reliable. Additionally, data will no longer be subject to local authority formal moderation as this statutory requirement has been removed as part of the reforms.

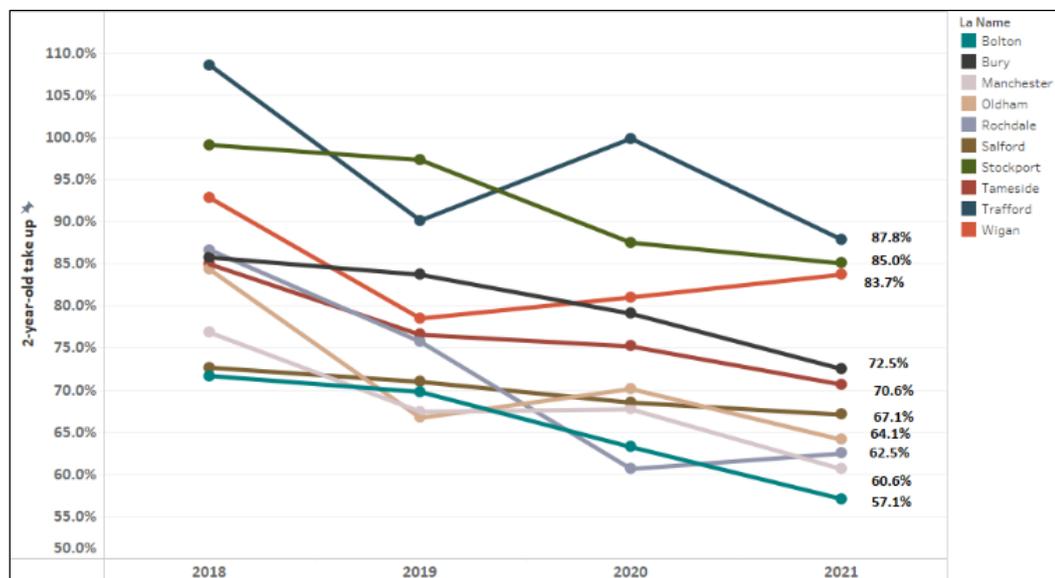
2.2. Greater Manchester Strategy Refresh – School Readiness

Measures

2.2.1. GM will now use two new headline measures to measure the impact of its school readiness strategies. These indicators – outlined below – have a central wellbeing and equality focus, reflect the impact of the pandemic in highlighting inequalities and have been informed by the report of The Independent Inequalities Commission and the Marmot City Region Build Back Fairer report.

2.2.2. **% take-up of funded childcare and early education places for two-year-olds, presented as a neighbourhood floor target to reduce spatial inequalities.** 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 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.

Chart 1 - % take up of FEEE places for 2-year-olds – Individual locality trends

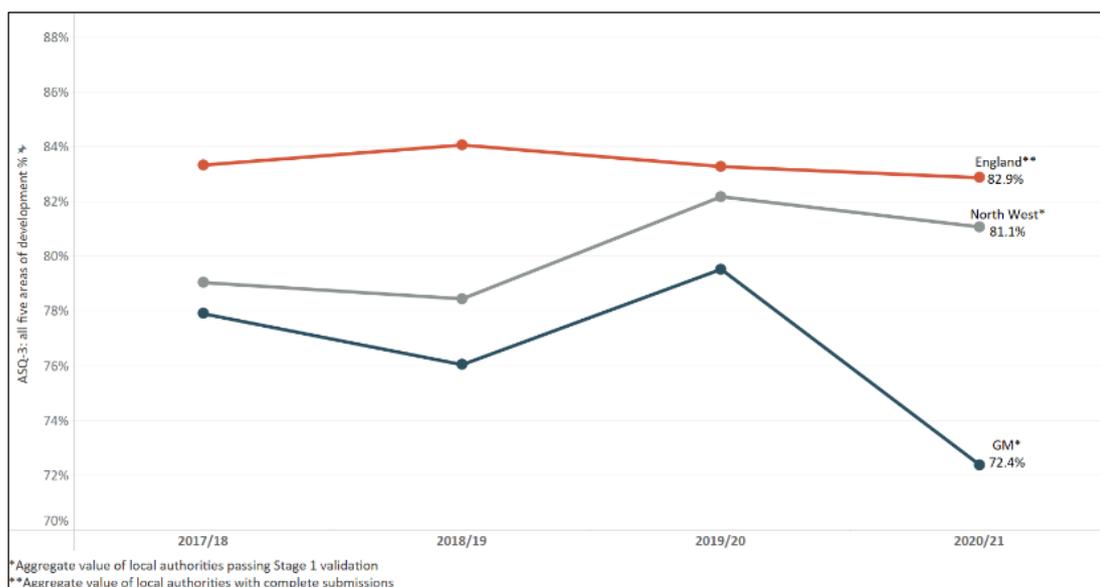


2.2.3. Although GM outstrips the England average, GM average take up is 67.6% compared with England average take up 61.8%, there is substantial variance across localities. Chart 1 shows that rates of take up in GM in January 2021 ranged from 57.1% to 87.8%. This spatial variation was further highlighted within localities through mapping of the baseline take up at a neighbourhood level.

2.2.4. We have now selected priority neighbourhoods for the focus of the GMS floor target on 2 year old FEEE take up and confirmed these with the School Readiness board. There will be a shared commitment to narrow the gap in take up between these areas and the rest of GM, with appropriate locality targeting led by the evidence.

2.2.5. **% Of children at or above the expected level of development at 2-2.5 years.** This measure is based on data collected by health visitors during the Healthy Child Programme 2 year review or integrated review which uses the ASQ (Ages and Stages Questionnaire) tool. This captures overall child development based on five areas: communication; gross motor skills; fine motor skills; problem solving; and personal-social development.

Chart 2: % children at or above the expected level in all 5 areas of development, annually 2017/18-2020/21



2.2.6. ASQ data for 2020/21 shows a 10.5 percentage point gap between the GM and England average, as shown in Chart 1. GM experienced a drop of 7.6 percentage points in performance in the last year while England remained relatively the same.

2.2.7. We have agreed that the GMS will include a target to narrow the gap between GM performance on the percentage of children who reach the expected level of development at 2 - 2.5 years, when compared to England. This will require the overall GM performance to be raised to 83 percent.

3. School Readiness Programme Delivery Update

3.1. With the GM CYP plan entering the final months of delivery, work is ongoing to deliver key priorities and identify achievements against the programme's stated ambitions. To support this process the GMCA Research Team have been commissioned to undertake a deep dive review which will report to the GM Children's Board in March 2022. A summary of key delivery progress within the 3 priority strands is included below.

3.2. Key Achievements April 2019 – March 2022

- 3.2.1. **Investing in strong system leadership which supports collaboration and partnership** to help identify the evidence around 'what works' and engage the system to learn and scale interventions. This has been demonstrated through the development of strategic partnerships with Manchester Metropolitan University, Education Endowment Foundation, Nesta, University of Oxford and the BBC.
- 3.2.2. **Ongoing work to pilot and develop the evidence base for implementation of a universal 18 month assessment (stage 4b within the EYDM).** Learning from proof of concept pilots in Salford and Stockport and developing GM standards which outline delivery principles, outcomes for children and families, indicative costings, and outcomes. Locality engagement has also taken place to identify readiness to implement and key enablers/challenges.
- 3.2.3. **Securing of £1.5million DfE grant funding to deliver the Greater Manchester Pathways to Talking (GMPTT) project.** The project supported work to embed the GM speech, language and communication pathway across GM and strengthen multi agency working within localities.
- 3.2.4. **Development of GM Top Tips for Talking and GM Top Tips for Moving,** evidence based key messages aimed at professionals and families to support early years language and physical development. Messages have been promoted across GM and supported priority work to strengthen the home learning environment.

- 3.2.5. Delivery of the early education covid recovery plan.** Highlights included development of quality assured resources to support early education settings to manage impact of lockdown; research seminar series for Early Years teachers and Headteachers; FAQs for parents to support under-5s social and emotional wellbeing and development and films to show how settings have adapted to implement covid safe practices.
- 3.2.6. Focus on increasing take up of 2 year old funded early education entitlement (FEEE), as a key intervention to support children.** In response to the trend in declining take up and variance across GM, research was commissioned to understand how take up can be increased, through parental messaging and through targeted engagement with Pakistani and Bangladeshi communities who have historically lower take up. Findings have informed the development of evidence based messaging to use in parental communications, commissioning of a communications campaign and marketing assets to be used across GM and delivery of a VCSE grants programme to reach target communities.
- 3.2.7. Development and rollout of Early Years Digital App to support digital completion of Ages and Stages Questionnaire and Wellcomm assessments.** Rollout of the app within Bury and Rochdale has received positive feedback from parents and Health Visitors and the app has recently been recognised through a national public sector transformation award. Almost 3000 parents in the pilot areas have now used the app to support their child's development review. Further work is underway to test an early education app extension which will support digital completion of universal assessments by early education settings and support the sharing of key data between agencies and families.
- 3.2.8. Co-design of the GM Early Years Workforce Competency Framework, focussing on child development as a key thematic area.** The framework represents a regional approach to enhance the practice, knowledge, and skills of the diverse range of professionals working in early years services and the wider professionals within place-based teams. The framework will be a key tool used across GM to identify competency and skills gaps and inform future commissioning of workforce development initiatives through the GM Early Years Workforce Academy.

3.3. Delivery Priorities to June 2022

- 3.3.1. The current period of programme delivery will continue to June 2022 in line with the Transformation Funding; key delivery priorities for this period are outlined below. In addition, stakeholder engagement is underway to agree the future Early Years priorities to be supported through GM work and included in the refreshed CYP Plan due to be published in spring 2022.
- 3.3.2. **Nuffield funded 5-year research project: ‘Local learning, national change’**, focussing on how “data” and “voice” can be used to improve the lives of children and families and support development of a GM framework to measure school readiness. Work will initially focus on projects in Oldham and Rochdale, testing how the use of information can be strengthened to support local authorities to reduce inequalities, improve outcomes and experiences and improve costs effectiveness. Learning will inform wider work within the GM programme.
- 3.3.3. **Development of ‘Fairer Start Local’ partnership** between GMCA/Stockport and Nesta’ which uses innovation methodologies to design solutions that aim to improve early years outcomes. The focus for the year 1 local project will include exploring practitioner and parent experiences of the EYDM to design and test an enhanced, relational-based offer that improves child development outcomes for the most disadvantaged in the first 1,001 critical days of a child’s life.
- 3.3.4. Completion of a cost-benefit analysis to support work to spread and scale the 18-month universal assessment (4b).
- 3.3.5. **Ongoing development of the GM Workforce Academy** through a ‘*design by doing approach*’ including delivery of the Early Years Hub pilot project at Martenscroft Nursery in Manchester to test early years continuous professional development (CPD) approaches and piloting of the GM Early Years Workforce Competency Framework. The EY Hub pilot is testing a sector led model of CPD and practice improvement for private, voluntary, and independent childcare providers. Learning will inform future plans to spread and scale the model across GM.

3.3.6. Focus on supporting immediate recruitment and retention challenges in relation to the early education and childcare workforce. The programme team is collaborating with the GM Work and Skills Team to better identify the key challenges and opportunities to leverage additional funding that would support our ambition to have a sustainable, resilient, high quality early years workforce.

4. Conclusion

4.1. Prior to the pandemic GM had made considerable progress in school readiness outcomes which was reflected in headline performance measures. However, the impact of the pandemic on widening inequalities in the early years will be significant. GM has robust, evidence-based plans in place to support localities with their work to meet these challenges and help close the early years attainment gap through ensuring a strong, integrated system that can support families and children.

4.2. Collaboration, innovation, and partnerships are central to the key delivery priorities over the next 6 months and into the new phase of the refreshed GM Children's Plan. A deep dive programme review will support further reflection on the added value of GM work and help to identify future priorities for the programme of work from 2022 onwards.

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Corporate Issues and Reform Overview & Scrutiny Committee

Date: 8 March 2022

Subject: Delivery of Early Years Digitisation and support for Digital Transformation across Greater Manchester

Report of: Cllr Bev Craig, Portfolio Lead Leader for Digital City Region; Tom Stannard, Portfolio Lead Chief Executive for Digital City Region

Purpose of Report:

The purpose of this report is to provide an update on the digitisation of Early Years across Greater Manchester and wider support for Digital Transformation in support of reform priorities.

Recommendations:

The Corporate Issues and Reform Overview & Scrutiny Committee is requested to:

- Review progress against Early Years digitisation ambitions for Greater Manchester.
- Review the impact of wider digital transformation and support provided via this programme.

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Contact Officers:

Phil Swan, GM Digital Chief Information Officer; Kieran Smith, GM Digital Programme Manager, GMCA.

Equalities Implications:

Regular portfolio level reviews and corresponding Equality Impact Assessments of the GM Digital Portfolio are undertaken. These reviews highlight where there may be a detrimental impact on individuals with protected characteristics, where there may be additional need to target activity to advance equality of opportunity and what activity should be undertaken to foster good relations between people who share protected characteristics and those who don't. The outputs of the review and Equality Impact Assessment are shared with the GM Digital Portfolio Delivery Executive members and the GM Digital Steering Group.

Climate Change Impact Assessment and Mitigation Measures –

This work has positive climate change implications in two respects. The shift from paper to digital ways of working not only reduces printing but has the potential to reduce travel as staff do not need to return to offices so frequently. Parents / guardians can see assessment results digitally further reducing the need for materials posting.

The technology solutions re-use parent / carer mobile devices and the software is cloud hosted, making use of large-scale efficient technology hosting capabilities. The potential to offset these using carbon credits is being investigated.

Risk Management:

Risks to delivery are closely managed via the GM School Readiness Board, which reports to the GM Reform Board, and the GM Digital Platform Leadership Group which reports to the GMCA Digital Portfolio Executive and Steering Group which monitor and respond to escalated risks.

Legal Considerations:

None

Financial Consequences – Revenue:

None

Financial Consequences – Capital:

None

Number of attachments to the report: 0

BACKGROUND PAPERS:

- GM “Smart Resident” Data Exchange Platform to enable public service reform – GMCA Report, 28 June 2019
- Early Years Digitisation and support for Digital Transformation - Corporate Issues and Reform Overview & Scrutiny Committee Report, 16 March 2021

1 Introduction

1.1 In 2019 and in the context of the Greater Manchester Strategy, the GMCA agreed £6.8M for an investment in a programme to digitise paper elements in Early Years services and establish capabilities that could join up data across the public sector, supporting other funded use cases. This report provides an update on progress.

2 School Readiness in Greater Manchester

2.1 School readiness in Greater Manchester is lower than the national average with almost two in every five children not reaching a good level of development at age five years; this increases to one in every two children in receipt of free school meals and lower for boys on free school meals. It is estimated that approximately 12,000 Greater Manchester children start school each year without sufficient skills to learn out of a cohort of approximately 40,000. The GM School Readiness programme which was established in 2017 is directly focussed on this issue and is working to address a number of challenges.

2.1 From a digital perspective, data on development across the critical 0 - 2.5 year period is often difficult to obtain and analyse as much is on paper. Referrals are often slow, parent access to data is poor, and professionals lack visibility of developmental records across disciplines and sectors. This has impacts for both the life chances of individuals and is linked with longitudinal underemployment in Greater Manchester.

2.2 In addition:

- The nature of early years' service provision across Greater Manchester is complex. It touches multiple public sector services and often does not acknowledge local authority boundaries
- Organisations have variable investment in related digital solutions that are often not integrated and slow to respond to emerging GM requirements.
- There is a significant variation in the level of digital and data enabled and driven practices across localities.

2.3 The pandemic has negatively impacted the GM position. Over 8,500 statutory health visiting checks were missed in 2020 as a consequence of the pandemic and

the GM Mayor emphasised the need to make ground back on this at the GMCA Reform Board on 15 January 2021.

2.4 **Scope of Early Years Digitisation**

- 2.5 The focus of the Early Years digitisation workstream within the wider School Readiness programme is to enable greater support for child development up to school age by releasing data from paper-based assessments and more efficiently sharing information through integrated digital capabilities and robust information sharing agreements through an Early Years Record for all 200,000 children aged 0-5 in Greater Manchester at any one time.
- 2.6 At the outset of the programme, all areas in Greater Manchester agreed to adopt a GM solution to digitise and integrate the existing 8 stage Early Years delivery model used across all 10 localities but which continues to be heavily paper based. The localities agreed to digitise the model once, together and consistently, rather than 10 times.
- 2.7 The pilot project, with Salford Council, demonstrated a productivity uplift of over 30% for health visitors, amongst other benefits, leading to an estimated net GM wide productivity uplift of over £27M over five years that would enable more effective and prioritised family support.
- 2.8 The scope of Early Years Digitisation work, as agreed with the School Readiness Board, is:
- **An Early Years Application:** To work with professionals and parents to create a mobile application and then support adoption across all 10 boroughs, all the paper-based assessment forms used by parents / carers and health visitors for children aged 0 – 5 years (Ages and Stages Questionnaires and WellComm Assessments) as part of the GM Early Years Delivery Model and Healthy Child Programme.
 - **An Early Education Application:** To work with early years' professionals to create a mobile application for speech and communication pathways and to digitise assessments in early education settings (including childminders) and then support adoption across all 10 boroughs.
 - **An Early Years Integrated Digital Solution: An Early Years record for Greater Manchester.** To: a) Enable the Early Years Application to be connected with the

NHS Patient Demographic Service (PDS) and NHS National Event Management Service (NEMS); b) connect the applications with each areas' local community health systems and provide professionals with a joined-up view of child development and school readiness data.

3 Benefits

3.1 Since the March 2021 report to this Committee, the Early Years digitisation workstream has continued to work with all localities across Greater Manchester to plan for adoption in more areas; to support live use of the system in Bury and Rochdale; to enhance the system further and integrate it with local systems.

3.2 The main benefits for parents and carers which have been captured are that it:

- Makes it easy to access and complete forms online – they will no longer need to worry about losing or forgetting the paper forms
- Gives them online access to their child's development records whenever they need them, increasing their ownership and control of their data.
- Provides videos and other guidance to support their child's language and development
- Enables their health visitor to share documents with them through the app
- Meets people's expectations of being able to use technology in many aspects of their lives
- Increases involvement in child's development and engagement with services
- Improves the experience of the assessment process as information shared between agencies doesn't need to be repeated

3.3 Benefits for health practitioners and commissioners are that it:

- Provides accessible and mobile data currently locked in paper records
- Better tracks child development in a locality to more quickly identify children who require additional support
- Easier tracking of caseload and child records
- Less time spent on manual form filling and preparing paperwork for appointments

- Automatic scoring on assessment forms
- Option to review forms submitted by carers in advance of an appointment
- Ability to print or save assessment form and child data

3.4 Additional benefits for localities and across GM are that it:

- Transforms the way services are used to better meet people's needs
- Provides a consistent model of assessment and data recording across localities
- Better information sharing across agencies and avoids repeating and duplicating information
- Breaks down data barriers between families and health and education services
- Information is held in one place and is easily available to staff and parents/carers
- Enables more effective commissioning
- Creates opportunities for savings in staff time and service costs
- Reduces printing and storing paper forms which saves time and money, increases efficiency and is better for the environment

3.5 This work will also pave the way for other public service areas to digitally transform the service citizens receive, by digitising paper-based forms, joining up different parts of the system and sharing information safely and securely.

4 Early years digitisation progress

4.1 System adoption

4.2 Almost 20,000 child assessments have now been completed in Rochdale and Bury using the EYIS application since late 2020. Approx. 30 minutes have been saved per average assessment equating to approximately 10,000 hours. It is estimated that up to £52,000 has been saved on the posting out of paper assessments alone.

4.3 The EYIS application is operating effectively in line with the Memorandum of Understanding between GMCA and localities which includes the data protection requirements and governance and support arrangements.

- 4.4 One to one work has continued with other localities throughout 2021/2, however the ongoing of the pandemic has meant that this has not been as high a priority for NHS professionals. A further round of engagement sessions with 7 of the 8 remaining localities has recently been completed.
- 4.5 Findings have been extremely positive, with localities still aligned to the vision for digitising early years services. There are, however, still challenges to overcome in adopting GM solutions such as the availability of budget longer-term and the need to integrate solutions to create a seamless experience for users.
- 4.6 There are follow-up sessions scheduled with several localities keen to move with one or more digital components. It is clear that completion of the system enhancements outlined below increase the benefits of the systems capabilities and its appeal.
- 4.7 **System enhancements**
- 4.8 Significant enhancements to the Early Years Integrated Solution have been made since March 2021.
- 4.9 The **Early Education Application** is nearing completion. This extends the solution so that professionals in Nursery Settings can complete WellComm assessments used across most of Greater Manchester. The App includes video guidance to support children's learning and development and the ability for health practitioners to share documents with parent/carers. The data protection work that would enable Early Education professionals to access Health Visitor assessment records safely has made significant progress and is with legal leads for sign off in two localities.
- 4.10 **Integration with localities Electronic Patient Records (EPR)** systems has been requested by NHS colleagues in several localities ahead of going live. This will allow end users to view the appointments and relevant updates from the EPR to the EY digital solution. The functionality will provide a one stop shop for the parents / end users to keep a close track of their children's early years development.
- 4.11 **Integration with the NHS's Spine Mini Services (SMSP) and National Event Management Service (NEMS)** have been successfully completed is undergoing final testing. This will enable information such as births, deaths and address changes to be pulled directly into the Early Years Integration Solution, key information to be available to professionals, data quality improved, and automate the process of registering families.

5 Wider support for digital transformation

- 5.1 Whilst Early Years digitisation is the primary focus of the GMCA's investment, the initiative also intended to create a re-usable set of technical capabilities that support not only this theme but other priorities.
- 5.2 As shared with the Committee in March 2021, during the first year of the pandemic the team and its technologies were called on to support Covid-19 related support activities in a variety of ways including Situation Reporting, Community Volunteer Hub app development and Complex Case Management support.
- 5.3 During 2021/22 the team has:
- Led the deployment of the GM-Think homelessness system in support of the Homelessness Prevention Strategy and which is now live across all ten localities and being followed up with a further phase of design and planning work with Manchester City Council to understand how data could be captured, shared, and used more effectively across central Manchester to better support people who are at risk or currently experiencing rough sleeping. This is due to complete by the end of March 2022.
 - Supported the GMCA Research team to secure £950K of Government funding for a Data Accelerator project to work with localities to improve insights into family support, to provide better analysis and help areas move towards a more proactive / earlier responses. Design work is underway with Bolton, Bury, Rochdale and Trafford councils as early adopters.
 - Supported work on the Public Sector Decarbonisation Scheme ("PSDS") which gives GM a major opportunity to decarbonise public sector non domestic buildings by enabling technologies like metering or electrical infrastructure. The GMCA Digital team is responsible for building a digital infrastructure & reporting capability to store, normalise and cascade data to monitor the carbonisation impact over the next three years.
- 5.4 Underpinning this work is a small team that employs a strong set of design principles which are closely aligned with the Government Digital Services design principles, the first of which is "start with user needs"¹, and which follows a structured gateway

¹ [Government Design Principles - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/design-principles)

process. Similarly, the technology set underpinning these projects is based on re-usable components in a clearly interlined architecture.

- 5.5 This scalable approach to digital, data and technology across the city region in support of the Greater Manchester Strategy contributed to the Greater Manchester Early Years project winning “Digital Leaders Digital Innovation of the Year 2021”.

6 Governance and oversight

- 6.1 The GM School Readiness Board, chaired by Christine McLoughlin (DCS, Stockport Council), oversees the Early Years Digitisation work via the Early Years Digitisation Sub-Group (chaired by Rebecca Bibby, Assistant Director for Early Help and School Readiness, Salford City Council) and includes early years professionals from all localities.
- 6.2 In addition, the cross-cutting programme and technology aspects are governed through the GM Digital Transformations Leadership Group which was chaired until January 2022 by Andrew Williamson, Assistant Director for Transformation, Bolton Council, and is rotating to Paul James, Chief Digital Officer at Trafford Council. This reports into the GMCA Digital Portfolio Executive and Steering Group which are chaired by the GM Digital Portfolio Leaders.

7 Conclusion and next steps

- 7.1 Digital transformation at scale and across multiple organisations is challenging, however the Early Years work is demonstrating that it is achievable and impactful. This initiative has also shown that an approach based on re-usable underlying technologies is effective and the wider potential for this has begun to be explored. As Greater Manchester emerges from COVID-19 and pressures on public services continue, there will continue to be significant focus on the opportunities this work creates.

Corporate Issues and Reform Overview & Scrutiny Committee

Date: 8 March 2022

Subject: GM Local Full Fibre Network programme update and GMFRS Wider Area Network refresh

Report of: Cllr Bev Craig, Portfolio Lead Leader for Digital City Region; Tom Stannard, Portfolio Lead Chief Executive for Digital City Region; Phil Swan, Director for Digital, GMCA.

Purpose of Report:

The purpose of this report is to provide an update on the GM Local Full Fibre Network programme and the GMCA(FRS) Wide Area Network re-procurement.

Recommendations:

The Corporate Issues and Reform Overview & Scrutiny Committee is requested to:

- Review and support the proposals in this paper.

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Contact Officers:

Phil Swan, GM Digital Chief Information Officer; Jon Burt, Lead Enterprise Architect, GMCA.

Equalities Implications:

Better and more resilience digital connectivity is important for Greater Manchester both economically and socially. This proposal improves our public sector connectivity by leveraging the Full Fibre investment and supports better services across community buildings, libraries, council offices and other locations with the potential to do so more cost effectively, to enable more people to access the internet, information and services more easily. The GMCA Wide Area Network refresh supports effective working across the organization for all staff.

Climate Change Impact Assessment and Mitigation Measures –

The wide area network capabilities proposed in GM One Network not only reduce the equipment requirements for individual organisations but provide a platform to support effective digital ways of working into the future including hybrid working.

Risk Management:

Risks relating to GM One Network are closely managed via the GM One Network Programme Board chaired by Stockport Council which reports into the GMCA Digital Portfolio Executive and Steering Group which are chaired by the Portfolio Leads.

Legal Considerations: See Section 2.

Financial Consequences – Revenue:

The revenue cost implications of the proposals in this report will be met from within existing resources for GMCA.

Financial Consequences – Capital:

GMCA will incur capital expenditure as agreed by the GMCA in the Capital Programme on behalf of other partners and recover through the financial agreement contained in the collaboration agreement between partners.

Number of attachments to the report: 0

BACKGROUND PAPERS:

- Greater Manchester Local Full Fibre Network Programme – GMCA Report 7 January 2020.
- Corporate Issues & Reform Scrutiny Committee 19 January 2021
- Economy, Business Growth & Skills Overview & Scrutiny Committee 4 Jan 2022
- GMCA Capital Programme Report - GMCA Report February 2022

1 Introduction

- 1.1 Since March 2020 a programme led by the GMCA working collaboratively with districts, GMFRS and TFGM has overseen development of new broadband infrastructure – called the GM Local Full Fibre Network (LFFN). This is now in the final stages of laying up to 2,700km of new fibre optic cabling across Greater Manchester leveraging approximately £20M of Government funding and a combined £10M investment from GMCA(FRS), TFGM and seven of the councils.
- 1.2 Household and industry consumption of data is doubling every three years¹ and - if this trend continues - will be approximately eight times higher by 2030. For Greater Manchester to continue to thrive in a digital age, it is therefore essential that the city region is at the forefront of both fixed and wireless digital infrastructure investment.
- 1.3 The progress of the GM Local Full Fibre Programme alongside wider industry activity and engagement through the GM Digital Infrastructure Advisory Group has catapulted forward Greater Manchester’s digital infrastructure since 2019, as shown in Figure 1, and at present 78% of the population has access to Gigabit level connectivity (including via cable services) with Full Fibre (“Fibre to the Premise”) increasing rapidly. The overall intent is that all areas in Greater Manchester should have access to gigabit broadband and at least 30mbps.
- 1.4 Progress is however uneven and the GMCA will be continuing to work with localities and the telecoms sector to address gaps in performance.

¹ • [Total data volume worldwide 2010-2025 | Statista](#)

GM Fixed Connectivity Coverage Dec 2021 (2019)			
	Gigabit (1,000Mbps)	Full Fibre Coverage	Superfast (Min. 30Mbps)
Bolton	89.87%	13.55% (0.84%)	99.3% (99.3%)
Bury	74.75%	65.92% (4.07%)	99.4% (99.4%)
Manchester	71.66%	32.65% (10.92%)	96.1% (95.7%)
Oldham	81.49%	23.29% (7.11%)	99.1% (99.06%)
Rochdale	62.22%	10.14% (3.1%)	98.8% (98.79%)
Salford	86.11%	64.92% (45.14%)	97.8% (97.2%)
Stockport	88.35%	12.49% (0.56%)	99.22% (99.22%)
Tameside	76.35%	62.01% (6.46%)	99.6% (99.57%)
Trafford	67%	5.27% (1.95%)	99.2% (99.16%)
Wigan	87.69%	6.73% (1.31%)	99.3% (99.23%)
GM Average	78.4%	29.7% (8.1%)	98.8% (98.6%)
England	66.35%	28.8% (8.73%)	97.4% (96.5%)

Figure 3. Fixed connectivity speeds in GM, Dec 2021 vis Sept 2019.

1.5 This Local Full Fibre Network infrastructure is helping open up parts of Greater Manchester to having better fibre connectivity and through the work itself has delivered over £11M of economic and social value in its first year as shared in a recent report by Virgin Media², particularly against the pressing issue of Digital Exclusion.

1.6 The GM Local Full Fibre Network work will be complete by Q1 2022/3 and will connect approx. 1,600 public sites across the city region. It will also establish Greater Manchester wide fibre links between 33 BT Exchanges, putting in place a resilient backbone against which those sites connect and enabling sharing of services like internet access at lower cost.

2 GMCA(FRS) Wide Area Network Refresh

2.1 The January 2020 GMCA approval of the GM Local Full Fibre Programme included financial provision to “light the fibre” connecting Greater Manchester’s Urban Traffic Control Signals. This recognised that the current equipment was dated and the potential to use these city-region wide end points for a range of purposes – such as

² [Greater Manchester Combined Authority | Virgin Media Business](#)

to help improve traffic flows and improve air quality through AI enabled optimisation – was considerable.

- 2.2 Given the shared nature of the Full Fibre infrastructure, in 2020, four of the councils (Bury, Rochdale, Oldham and Stockport) together with TFGM and GMCA (FRS) explored the potential to jointly procure the connectivity service that would light the fibre. This led to the development of a business case for a joint procurement under the title “GM One Network” which was shared with Wider Leadership Team in April 2021, after which point a Public Contract Regulations 2015 compliant procurement exercise commenced.
- 2.3 This was overseen by a Project Board chaired by Stockport Council and reporting into the GM Digital Steering Group which was chaired by Cllr Andrew Western, CA Portfolio Lead for Digital and Leader of Trafford Council, until December 2021 and is now chaired by the new Digital Portfolio lead, Cllr Bev Craig, Leader of Manchester City Council.
- 2.4 Following a rigorous process a preferred bidder has been identified for a 10 year proposition. Provision for GMCA to act as Lead Authority in GM One Network was included in the GMCA Capital Programme that was approved by the GMCA on 11th February 2022.
- 2.5 From a GMCA(FRS) Wide Area Network perspective, the cost of the new contract is within the revenue cost of the current arrangement; significantly improves the connectivity speeds to GMCA(FRS) sites; and significantly improves the resilience of the network through the connection to the pan GM fibre “backbone”.
- 2.6 A Collaboration Agreement has been defined with legal support and agreement by the partner organisations in GM One Network. This confirms the funding contributions; the governance arrangements; the support that will be provided by the GMCA based GM One Network team to each participating organisation; the

operating practices and responsibilities of the GMCA and each partner; and the general agreed contract management approach

- 2.7 These proposals are currently being taken through governance of each of the four councils, TFGM and GM Fire & Rescue with the intent to bring to the GMCA at the end of March 2022.

3 Further opportunities

- 3.1 GMCA will continue to work with localities to maximise the benefit of the GM Local Full Fibre Network and improve connectivity to residents and businesses across Greater Manchester. In parallel, lighting the fibre via GM One Network creates both savings and social value opportunities in a manner that is scalable and open to other GM public sector organisations.
- 3.2 Several opportunities exist to leverage the GM Full Fibre Network which will be explored further in 2022. These include:
- CCTV – Between the ten councils, GMP and TFGM, Greater Manchester currently has over 6,000 CCTV cameras many of which have their own connectivity arrangements and this number is increasing.
 - Potential extension of the TFGM led smart traffic optimisation pilot that is linking traffic signals on a section of the A6 in Salford with internet based machine learning capabilities in order to test the ability to improve flow.
 - Smart energy and environmental monitoring initiatives across the ten boroughs in line with the city region's carbon neutral ambitions.
 - Potential to offer open access connectivity in support of GM's digital inclusion ambitions and as expressed in the Young Person's Guarantee and GM Inequalities Commission report.

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Corporate Issues & Reform Overview & Scrutiny Committee

Date: 8 March 2022

Subject: Forward Plan of Key Decisions

Report of: Joanne Heron, Statutory Scrutiny Officer, GMCA

PURPOSE OF REPORT:

To provide the Committee with the latest Forward Plan of Key Decisions (Appendix A) to identify areas of focus.

RECOMMENDATION:

The Committee is asked to identify areas of focus for consideration at future meetings.

CONTACT OFFICER:

Joanne Heron, Statutory Scrutiny Officer, GMCA
joanne.heron@greatermanchester-ca.gov.uk

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REGISTER OF KEY DECISIONS: 1 MARCH 2022 TO 30 JUNE 2022 Published on 18th February 2022

<p>What is a Register of Key Decisions?</p> <p>The Register is a published list of the key decisions which are due to be taken by the:</p> <ul style="list-style-type: none"><input type="checkbox"/> Greater Manchester Combined Authority (GMCA)<input type="checkbox"/> Greater Manchester Elected Mayor<input type="checkbox"/> Joint GMCA & AGMA Executive Board<input type="checkbox"/> Transport for Greater Manchester Committee;<input type="checkbox"/> GMCA Resources Committee;<input type="checkbox"/> GMCA's Waste & Recycling Committee;<input type="checkbox"/> Key decisions delegated to officers <p>These decisions must be published on the Register at least 28 clear days before the decision is to be taken, whether in public or private. The Register is updated at least once a month.</p> <p>This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order').</p> <p>The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority & Greater Manchester Mayor Churchgate House Oxford Street Manchester M1 6EU</p>	<p>What is a Key Decision?</p> <p>A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:</p> <ul style="list-style-type: none">(i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or(ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester. <p>The GMCA's has three thematic Scrutiny Committees:</p> <ul style="list-style-type: none"><input type="checkbox"/> Corporate Issues and Reform<input type="checkbox"/> Economy, Business Growth and Skills<input type="checkbox"/> Housing, Planning and Environment <p>These Committees' role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	<p>How to find out more on these proposed decisions</p> <p>The report (other than those which contain confidential or exempt information) relating to these decisions will be published on the GMCA's website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.</p> <p>For general information about the decision-making process please contact:</p> <p>GMCA Assistant Director Governance, Scrutiny & Business Support Julie Connor julie.connor@greatermanchester-ca.gov.uk</p>
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Decision title	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Greater Manchester Resource and Waste Strategy - Outline Proposals	Greater Manchester Combined Authority	Between 1 Jun 2022 and 30 Sep 2022	To agree outline proposals and to commence public consultation	Report with Recommendations	David Taylor david.taylor@greatermanchester-ca.gov.uk
Devolved Adult Education Budget - 2022/2023 Academic Year	Greater Manchester Combined Authority	25 Mar 2022	To approve the recommended indicative allocations to skills providers for the 2022/2023 academic year, for Local Authorities; FE College and procured skills providers. Agreement that final allocations are approved under delegated authority to the GMCA Treasurer & GMCA Director – Education, Skills & Work (Policy, Strategy & Delivery) in consultation with the Leader & Chief Executive Portfolio Leads for Skills, Work & Digital.	Report with Recommendations	
Devolved Adult	Greater	25 Mar 2022	To approve the	Report with	

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Education Budget - National Skills Fund Level 3 Adult Offer - 2022/2023 Academic Year	Manchester Combined Authority		<p>recommended indicative allocations to skills providers for the 2022/2023 academic year, for Local Authorities; FE College and procured skills providers.</p> <p>Agreement that final allocations are approved under delegated authority to the GMCA Treasurer & GMCA Director – Education, Skills & Work (Policy, Strategy & Delivery) in consultation with the Leader & Chief Executive Portfolio Leads for Skills, Work & Digital</p>	Recommendations	
Housing First 2022 - 2024	Greater Manchester Combined Authority	25 Mar 2022	<p>Approval to proceed with the procurement of the Housing First Service 2022 – 2024 via open tender.</p> <p>Contract value TBC from DHLUC in the region of £6.356m</p>	Report with Recommendations	Molly Bishop molly.bishop@greatermanchester-ca.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Driving Social Value in GM Public Procurement	Greater Manchester Combined Authority	25 Mar 2022	Approval of procurement principles policy paper	Report with Recommendations	Treasurer GMCA
GM One Network	Greater Manchester Combined Authority	25 Mar 2022	To agree to delegate contract awards for GM One Network and to enter into a Collaboration Agreement with other public bodies in Greater Manchester".	Report with Recommendations	Phil Swan Phil.Swan@greatermanchester-ca.gov.uk
GMCA engagement with the HS2 Phase 2b Hybrid Bill	Greater Manchester Combined Authority	Between 1 Mar 2022 and 31 Dec 2022	To petition against the HS2 Phase 2b hybrid Bill, and to make other representations to ensure TfGM and GMCA's key issues with the content of the Bill are fully considered and addressed.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Submission of and award of the 'Further' Brownfield Housing Fund Allocation Tranche to Schemes	Greater Manchester Combined Authority	Between 27 Feb 2022 and 31 Mar 2022	To confirm submission to DLUHC for Further Brownfield Housing Fund confirm the schemes and award grant funding received from DLUHC.	Report with Recommendations	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Lifecycle replacement of rail wagons	Greater Manchester Waste & Recycling Committee	January 2022	To include provision in the capital programme for replacement of 10 rail	Report with Recommendations	David Taylor david.taylor@greatermanchester-ca.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			wagons for waste transport each year from 2022 to 2026		
Salford Bolton Network Improvements	Greater Manchester Combined Authority	Between 1 Jan 2022 and 31 Dec 2022	Funding Approval	Reports with recommendations	Steve Warrener steve.warrener@tfgm.com
ZEBRA submission (Zero Emissions Bus Regional Areas)	Greater Manchester Combined Authority	28 Jan 2022	<p>Approve the submission of a full business case bid for the DfT for the ZEBRA fund</p> <p>Approve the proposed allocation of £11.2m local funding contribution</p> <p>Agree the final allocations are approved under delegated authority of GMCA Treasurer and Chief Executive.</p>	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
RetrofitGM Delivery vehicle for domestic/SME buildings retrofit	Greater Manchester Combined Authority	28 Jan 2022	<p>The approval to proceed with the procurement of the retrofitGM Delivery vehicle via an established NW based dynamic purchasing Framework</p> <p>The contract value subject to the decision is £200,000</p>	Report with Recommendations	Mark Atherton mark.atherton@greatermanchester-ca.gov.uk
Approval of the GM Night Time Economy Adviser's Night Time Economy Blueprint	Greater Manchester Combined Authority	Between 1 Jan 2022 and 31 Mar 2022	Approval of the night time economy blueprint	Report with recommendations	Alison Gordon alison.gordon@greatermanchester-ca.gov.uk
Forthcoming Changes to the Bus Network in Greater Manchester	Greater Manchester Combined Authority	Between 1 Jan 2022 and 31 Dec 2022	To approve forthcoming changes to subsidised bus services.	Report with Recommendations	Stephen Rhodes stephen.rhodes@tfgm.com
Cycling & Walking	Greater Manchester Combined Authority	Between 1 Jan 2022 and 31 Dec 2022	Approval to release funding to progress the development and delivery of cycling and walking schemes and programmes.	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com
Greater Manchester Information Strategy	Greater Manchester	17 Dec 2021		Draft Greater Manchester	Andrew Lightfoot andrew.lightfoot@greatermanchester-

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
	Combined Authority		To approve the draft Greater Manchester Information Strategy	Information Strategy	ca.gov.uk
Greater Manchester Retrofit Action Plan	Greater Manchester Combined Authority	26 Nov 2021	Approve the Greater Manchester Retrofit Action Plan	Report with Recommendations	Mark Atherton mark.atherton@greatermanchester-ca.gov.uk
Clean Air Plan (CAP) Taxi	Greater Manchester Combined Authority	29 Oct 2021	To grant Capital Programme Entry and grant approval to release funding in line with the business case and delivery plans submitted to JAQU.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Large Scale Foam Making Equipment (Firefighting)	Treasurer GMCA	Between 1 Oct 2021 and 30 Nov 2021	Approval to award successful bidders a place on a Framework for use by North West FRS's which will also be available for National FRS's to utilise.	Contract Award Report	Leon Parkes parkesl@manchesterfire.gov.uk
Greater Manchester Working Well Working Health Programme: JETS ((formally WW Lite) -	Greater Manchester Combined Authority	24 Sep 2021	To approve a variation to the Working Well Health Programme Contract. To utilise additional	Report with Recommendations	Mat Ainsworth Matthew.Ainsworth@greatermanchester-ca.gov.uk;

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Contract Extension			<p>funding allocated made available by HMT/DWP for the WW HP JETS initially introduced in October 2020 for one year and one year possible extension</p> <p>GMCA now wish to extend the existing service offer to continue to support people impacted by unemployment due to the impact of CV19 and the move into employment</p>		
Clean Bus Fund (CBF) - Replacement	Greater Manchester Combined Authority	24 Sep 2021	To grant Capital Programme Entry and grant approval to release funding in line with the business case and delivery plans submitted to JAQU.	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Rapid Transit Strategy	Greater Manchester Combined Authority	Between 1 Jan 2022 and 31 May 2022	Approval of the GM Rapid Transit Strategy	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com
Intra-city Transport Settlement grant	Greater Manchester Combined Authority	September 2021	Approve the addition of £8.6m to the 2021/22 Transport revenue budget for the Intra-City Transport Settlement grant from	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			Department for Transport		
Appointment of biowaste treatment contractors 2022-2026	Greater Manchester Combined Authority	Between 23 Jul 2021 and 30 Sep 2021	To appoint biowaste treatment contractors to manage 15 'tonnage packages' (lots) of biowaste collected from households across Greater Manchester from 2022 to 2026	Report with Recommendations	
Revenue and capital budget updates	Greater Manchester Combined Authority	Between 1 Jul 2021 and 28 Feb 2022	Approve revisions to revenue budget and capital programme	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
National Skills Fund: Construction/Retrofit Skills Bootcamp	Greater Manchester Combined Authority	Between 1 Jul 2021 and 30 Sep 2021	Award of contract to a provider to deliver a construction/retrofit skills bootcamp. Which will support 200-250 unemployed GM residents to enter the construction industry and gain the skills to work on retrofit projects.	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Local Growth Deal (1, 2 and 3) six monthly progress update	Greater Manchester Combined Authority	Between 1 Jul 2021 and 31 Dec 2022	To grant Full or Conditional Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			Deal 1,2,3 and/or the Transforming Cities Fund.		
Land Acquisition	Greater Manchester Combined Authority	Between 1 Jun 2021 and 31 Dec 2022	Approval to acquire a site and the cost of acquisition be included into the Capital Programme	report with recommendations	Steve Warrener steve.warrener@tfgm.com
Transforming Cities Fund 2 - Challenge Fund Approval and Funding	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Dec 2022	To grant Programme Entry, Full or Conditional Approval and/or release funding for cycling and walking schemes within the Transforming Cities Fund – Challenge Fund.	Report with Recommendations	Steve Warrener steve.warrener@tfgm.com
GM Business Growth Hub	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To agree GMCA funding	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Gas supply contract	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	Agree to the procurement of a gas supply contract via a Yorkshire Purchasing Organisation (YPO) framework with a contract duration of 4 years	Report with Recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Clean Air Funding Plan	Greater Manchester Combined Authority	Between 1 May 2021 and 31 Jul 2021	To grant approval to release funding for all GM Clean Air Plan measures in line with the business case and delivery plans submitted to JAQU and approved by the	Report with Recommendations	Simon Warburton simon.warburton@tfgm.com

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
			GM Authorities.		
Greater Manchester Business Funds	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Dec 2021	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.	Report with Recommendations	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
Greater Manchester Housing Funds	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Dec 2021	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Report with Recommendations	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Greater Manchester Property Funds	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Dec 2021	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Report with Recommendations	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
ESF Skills for Growth Commissioning	Greater Manchester Combined Authority	Between 1 Apr 2021 and 31 Mar 2022	To proceed with the procurement and contracting of providers and activity relating to the GM Skills for Growth programme.	Report with Recommendations	Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk
Next Steps for a Tobacco Licensing System and	Greater Manchester Combined	Between 1 Mar 2021 and 31 Dec 2021	To agree the process to take forward a tobacco licensing system and extend smoke	Report with Recommendations	Carolyn Wilkins carolyn.wilkins@oldham.gov.uk

Subject / Decision	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
Extending Smoke Free Spaces in Greater Manchester	Authority		free spaces in Greater Manchester in line with the Making Smoking History Strategy, including funding.		

Corporate Issues & Reform Overview & Scrutiny Committee

Date: 8 March 2022

Subject: Work Programme

Report of: Joanne Heron, Statutory Scrutiny Officer, GMCA

PURPOSE OF REPORT:

The attached document (Appendix 1) sets out the Corporate Issues & Reform Overview and Scrutiny Committee's work programme for Members to develop, review, and agree.

This is a live document and will be reviewed and updated at each meeting to ensure that the Committee's work programme remains current.

The Committee also receives the GMCA's register of key decisions whenever it is updated and the GMCA's monthly decision notice.

RECOMMENDATION:

The Committee is asked to develop, review and agree it's work programme.

CONTACT OFFICER:

Joanne Heron, Statutory Scrutiny Officer, GMCA

joanne.heron@greatermanchester-ca.gov.uk

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Corporate Issues & Reform Overview & Scrutiny Committee Work Programme 2021/22

MEETING DATE	TOPIC	CONTACT OFFICER	REASON FOR SUBMISSION TO SCRUTINY COMMITTEE
6.7.21	Q3 Living with Covid Resilience Plan 2020/21 Provisional Revenue and Capital Outturn reports	Amy Foots Rachel Rosewell	This meeting was inquorate. Items were presented for information
7.9.21	Quarter 1 Revenue and Capital Update report Greater Manchester Strategy Refresh Greater Manchester Gender-Based Violence Strategy	Rachel Rosewell Amy Foots Neil Evans	This meeting was cancelled as it would have been inquorate.
5.10.21	Tackling Inequalities Greater Manchester Strategy	Amy Foots/Adrian Bates Andy Burnham	At the request of Members. This meeting was inquorate. Items were presented for information.

<p>9.11.21 16.11.21</p>	<p>Quarter 2 Revenue and Capital Update report</p> <p>Greater Manchester Strategy - deferred from the last meeting</p>	<p>Rachel Rosewell</p> <p>Andy Burnham</p>	<p>This meeting was rearranged to 16.11.21 to accommodate Member's request for the GM Mayor to attend this meeting.</p> <p>Meetings were also reorganised to take place at 6pm as this was the most preferred time for the majority of Members.</p>
<p>7.12.21</p>	<p>Waste Budget and Levy Report</p> <p>GMCA and Transport Budgets</p>	<p>Steve Wilson</p> <p>Steve Wilson</p>	<p>This meeting was cancelled because it was inquorate.</p>
<p>11.1.22</p>	<p>Budgets 2022/23</p> <p>School Readiness</p> <p>GMCA SUEZ Commercial Settlement report</p>	<p>Steve Wilson</p> <p>Jane Forrest</p> <p>David Taylor</p>	<p>This meeting was cancelled because it was inquorate</p>
<p>4.2.22 NOW 8.2.22 (to take account of the budget process)</p>	<p>GMCA Budget Reports</p> <p>Quarter 3 Revenue and Capital Update report</p> <p>GMCA Corporate Plan</p>	<p>Steve Wilson</p> <p>Rachel Rosewell</p> <p>Steve Wilson</p>	<p>GM Mayor to attend</p>

8.3.22	Review of Overview and Scrutiny Arrangements	Joanne Heron	
	School Readiness	Jane Forrest	As requested by Members.
	Digital Transformation Work	Phil Swan/Councillor Bev Craig	
	One Network Preferred Supplier Contract Award	Tom Stannard (Phil Swan)	To review and approve the appointment of the Preferred Supplier for the delivery and operation of the GM One Network and for GMCA to act as Lead Authority on behalf of GMCA, FRS, TfGM, Metropolitan Borough of Bury, Oldham Borough Council, Rochdale Borough Council, Stockport Borough Council.
	Overview & Scrutiny Review (informal session)		Informal session to take place following the meeting to consider the review.

To be scheduled:

- Bus Franchise – Finance (Steve Wilson)

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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