

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Friday, 30th June, 2023

TIME: 10.00 am

VENUE: Conference Rooms 1 & 2 - (Greater Manchester Pension Fund building), Guardsman Tony Downes House, 5 Manchester Road, Droylsden, M43 6SF

AGENDA

Annual Meeting Business

1. **Apologies**
2. **Appointment of Chair - 2023/24**

GMCA Members are required to note that Andy Burnham, as the Mayor of Greater Manchester, under Part 5A, section 4 of the Constitution, is the Chair of the GMCA (ex-officio).

3. **Appointment of Vice Chairs 2023/24**

Under Part 5A, section 4, of the Constitution, GMCA Members are required to appoint at least 2 but no more than 3 Vice Chairs for 2023/24.

- To note that City Mayor, Paul Dennett, Deputy Mayor, is

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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automatically appointed as a Vice Chair, under Part 5A, section 4, of the Constitution.

- To note that Councillor Mark Hunter is automatically appointed as a Vice Chair, under Part 5A, section 4, of the Constitution.

4. Greater Manchester Appointments and Nominations - 2023/24 1 - 10

Report of Gillian Duckworth, GMCA Solicitor & Monitoring Officer

5. Review of GMCA Constitution and Approval of Revised Members Code of Conduct 11 - 32

Report of Gillian Duckworth, GMCA Solicitor & Monitoring Officer

6. Schedule of Meetings Dates & Venues - 2023/24

28 July 2023 – Rochdale

August – Recess

29 September 2023 – Oldham

27 October 2023 – Bury

24 November 2023 – Bolton

15 December 2023 – Manchester

26 January 2024 – Stockport

9 February 2024 (Budget Meeting) – Trafford

23 February 2024 – GMCA

22 March 2024 – Wigan

Ordinary Meeting Business

7. Chairs Announcements and Urgent Business

8. Declarations of Interest 33 - 36

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

- 9. Minutes of the GMCA meeting held on 9 June 2023** 37 - 42
- To consider the approval of the minutes of the GMCA meeting held on 9 June 2023.
- 10. Integrated Water Management Plan** 43 - 102
- Report of Andy Burnham, Mayor of Greater Manchester, Councillor Tom Ross, Portfolio Lead for the Green City-Region and Kate Green, Deputy Mayor
- 11. Greater Manchester's Response to 2022 Big Disability Survey** 103 - 148
- Report of Councillor Arooj Shah, Portfolio Lead for Equalities and Communities
- 12. Delivering the Bee Network: Annual Review of Capped Bus Fares - To Follow**
- Report of Andy Burnham, Mayor of Greater Manchester
- 13. Delivering the Bee Network: Multimodal Fares and Products - To Follow**
- Report of Andy Burnham, Mayor of Greater Manchester
- 14. Transport Capital Programme** 149 - 166
- Report of Andy Burnham, Mayor of Greater Manchester

- 15. 2022/23 GMCA Provisional Capital Outturn - To Follow**
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment
- 16. 2022/23 GMCA Provisional Revenue Outturn - To Follow**
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment
- 17. UKSPF - Communities and Place Manchester City Council Phase 2** 167 - 178
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment
- 18. UKSPF E19: Increasing Investment in Research and Development at the Local Level – To Follow** 179 - 202
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment
- 19. UKSPF E23: Proposal for Hyper-Local Micro-Business Start-up and Development Support - To Follow** 203 - 236
- Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment
- 20. Greater Manchester Brownfield Programme (Devolution Trailblazer deal) - Methodology and Year 1 Allocations** 237 - 254
- Report of Councillor Ged Cooney, Portfolio Lead for Housing

21. Social Housing Fund 255 - 262

Report of Councillor Ged Cooney, Portfolio Lead for Housing

22. Greater Manchester Investment Framework Recommendations 263 - 266

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

23. Stockport Mayoral Development Corporation Business Plan 267 - 310

Report of Andy Burnham, Mayor of Greater Manchester

24. 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

25. Stockport Mayoral Development Corporation Business Plan 3 311 - 324

Report of Andy Burnham, Mayor of Greater Manchester

26. Greater Manchester Investment Framework Recommendations 3 325 - 330

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

Name	Organisation	Political Party
Councillor Arooj Shah	Oldham Council	Labour
GM Deputy Mayor Kate Green	GMCA	Labour
Councillor Tom Ross	Trafford	Labour
Councillor Mark Hunter	Stockport	Liberal Democrats
Councillor Gerald Cooney	Tameside Council	Labour
Councillor Neil Emmott	Rochdale	Labour
Councillor Eamonn O'Brien	Bury Council	Labour
GM Mayor Andy Burnham	GMCA	Labour
Asst. Deputy Mayor Beverley Hughes	GMCA	Labour
City Mayor Paul Dennett	Salford City Council	Labour
Councillor David Molyneux	Wigan Council	Labour
Councillor Bev Craig	Manchester CC	Labour
Councillor Nicholas Peel	Bolton 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: Governance and Scrutiny

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

This agenda was issued on 22 June 2023 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU



DATE: 30 June 2023

SUBJECT: Greater Manchester Appointments and Nominations
2023/24

REPORT OF: Gillian Duckworth, GMCA Solicitor & Monitoring
Officer

PURPOSE OF REPORT

This report sets out appointments and nominations to various Committees and other bodies within the Greater Manchester system of governance.

The GMCA is requested to:

1. Appoint Julie Connor, Director of Governance & Scrutiny as the Secretary of the GMCA.
2. Appoint 5 GMCA members (4 Labour and 1 Liberal Democrat) to the GMCA Standards Committee for 2023/24.
3. Appoint 1 member and 2 substitute members to the GMCA Audit Committee from the list of nominations received from the GM Local Authorities for 2023/24.

4. Note the appointment of the Mayor of Greater Manchester to the Bee Network Committee for 2023/24.
5. Appoint 1 GMCA member, to act as the substitute member for the Mayor of Greater Manchester, to the Bee Network Committee for 2023/4.
6. Appoint 1 GMCA member and 1 GMCA member to act as the substitute member to the Bee Network Committee for 2023/4.
7. Approve the establishment of the new GMCA Overview & Scrutiny Committee and to appoint 20 members to the Committee for 2023/24.
8. Approve the appointments made by the GM Local Authorities to the GM Culture & Social Impact Fund Committee for 2023/24.
9. Approve the appointments to the Green City Region Board as nominated by the 10 GM Local Authorities for 2023/24.
10. Appoint the GMCA Green-City Region Portfolio Leader to the Greater Manchester Green City Region Partnership Board for 2023/24.
11. Note the appointments to the Greater Manchester Clean Air Scrutiny Committee as agreed by the 10 GM Local Authorities for 2023/24.
12. Approve the appointments to the Greater Manchester Homelessness Programme Board as nominated by the 10 GM Local Authorities for 2023/24.
13. Request the GM Transport Committee/Bee Network Committee to appoint 5 members from the Committee (4 Labour and 1 Conservative) to the GMATL Board for 2023/24.
14. Appoint 4 GMCA members to the Greater Manchester Business Board (formerly Local Enterprise Partnership) for 2023/24.

15. Appoint 5 members to the Growth Company Board for 2023/24.
16. Appoint the following Portfolio Leaders, Technical Education & Skills, Resource & Investment, Economy, Business & Inclusive Growth, Green City Region and Equalities & Communities to the UK Shared Prosperity Fund Board for 2023/24.
17. Subject to any further changes the GMCA may wish to make, all appointments are made up to the GMCA Annual Meeting in June 2024.

BACKGROUND DOCUMENTS

Correspondance with Greater Manchester Local Authorities

CONTACT OFFICERS

Julie Connor, Director, Governance & Scrutiny

(Julie.Connor@greatermanchester-ca.gov.uk)

Sylvia Welsh, Head of Governance & Scrutiny

(Sylvia.Welsh@greatermanchester-ca.gov.uk)

GREATER MANCHESTER APPOINTMENTS AND NOMINATIONS FOR 2023/24

1. GMCA Secretary

- 1.1 The GMCA is requested to appoint Julie Connor, Director of Governance & Scrutiny as the Secretary of the GMCA.

2. GM Standards Committee

- 2.1 The GMCA is requested to **appoint** Councillors Bev Craig (Lab), Arooj Shah (Lab), Gerald Cooney (Lab), Nick Peel (Lab) and Mark Hunter (Lib Dem) to the GMCA Standards Committee for 2023/24.

- NOTE: i. Membership of the Standards Committee comprises 5 GMCA members and 1 Co-opted Independent member, who will act as the Chair of the Standards Committee.
- ii. Appointments to the above committee will reflect, where reasonably practicable, the balance of political parties for the time being prevailing amongst the Constituent Councils when taken together.
- iii. The GMCA appointed Martyn Cox (Bolton), Paul Dennett (Salford), Amanda Chadderton (Oldham), Ged Cooney (Tameside) and Bev Craig (Manchester) as members of the Standards Committee for 2022/23.
- iv. The Standards Committee has been established to deal with matters relating to member conduct and ethical standards, to oversee the whistle blowing policy and to consider the GMCA's Code of Corporate Governance.

- v. It is anticipated there will be at least 2 meetings per year.

3. GMCA Audit Committee

- 3.1 The GMCA is requested to **appoint** Christine Carrigan (Lab) as a member and Councillor Charles Rigby (Lab) and Shelley Lanchbury (Lab) as substitutes to the GMCA Audit Committee for 2023/24.

4. Bee Network Committee

- 4.1 The GMCA is requested to **note the appointment** of the Mayor of Greater Manchester to the Bee Network Committee.
- 4.2 The GMCA is requested to **appoint** Councillor Tom Ross (Lab), to act as the substitute member for the Mayor of Greater Manchester to the Bee Network Committee for 2023/4.
- 4.3 The GMCA is requested to **appoint** Councillor Eamonn O'Brien (Lab) to the Bee Network Committee and **appoint** Councillor Neil Emmott (Lab) to act as the substitute member to the Bee Network Committee for 2023/4.

5. GMCA Overview & Scrutiny Committee

- 5.1 The GMCA is requested to **approve the appointment** of 20 members to the GMCA Overview & Scrutiny Committee **(15 Labour, 3 Conservative & 2 Liberal Democrat)** and **approve the appointment** of 20 members to the pool of substitute members **(15 Labour, 3 Conservative & 2 Liberal Democrat)**.

Members

Local Authority		
Bolton	Peter Wright (Horwich and Blackrod First Independents)	Nadim Muslim (Conservative)
Bury	Nathan Boroda (Labour)	Russell Bernstein (Conservative)
Manchester	Mandie Shilton Godwin (Labour)	John Leech (Liberal Democrat)
	Basil Curley (Labour)	
Oldham	Colin McLaren (Labour)	Jenny Harrison (Labour)
Rochdale	Patricia Dale (Labour)	Tom Besford (Labour)
Salford	Joshua Brooks (Labour)	Lewis Nelson (Labour)
Stockport	Helen Hibbert (Labour)	Vacancy (Liberal Democrat)
Tameside	Naila Sharif (Labour)	
Trafford	Jill Axford (Labour)	Nathan Evans (Conservative)
Wigan	Fred Walker (Labour)	Joanne Marshall (Labour)

Substitutes

Local Authority		
Bolton	Robert Morrissey (Labour)	Champak Mistry (Labour)
Bury	Mary Whitby (Labour)	(vacancy) (Labour)
Manchester	Linda Foley (Labour)	John Hughes (Labour)
Oldham	Eddie Moores (Labour)	Holly Harrison (Labour)
Rochdale	Sameena Zaheer (Labour)	Ashley Dearnley (Conservative)
Salford	Marie Brabiner (Labour)	Arnold Saunders (Conservative)

Stockport	Lisa Smart (Liberal Democrat)	Shan Alexander (Liberal Democrat)
Tameside	Claire Reid (Labour)	Liam Billington (Conservative)
Trafford	Mike Cordingley (Labour)	Kevin Procter (Labour)
Wigan	Dane Anderton (Labour)	Debra Wailes (Labour)

6. GM Culture & Social Impact Fund Committee

6.1 The GMCA is requested to **approve the appointments** to the GM Culture & Social Impact Fund Committee from the nominations received from GM Local Authorities for 2023/24.

District	Member	Substitute Member
GMCA Portfolio Lead		
Bolton	Nadeem Ayub (Lab)	Karen Hon (Lab)
Bury	Charlotte Morris (Lab)	Richard Gold (Lab)
Manchester	Tim Whiston (Lab)	To be confirmed
Oldham	Peter Dean (Lab)	Ros Birch (Lab)
Rochdale	Janet Emsley (Lab)	Terry Smith (Lab)
Salford	Hannah Robinson-Smith (Lab)	To be confirmed
Stockport	Frankie Singleton (Lib Dem)	Jilly Julian (Lib Dem)
Tameside	Vimal Choksi (Lab)	Sangita Patel (Lab)
Trafford	Catherine Hynes (Lab)	Rose Thompson (Lab)
Wigan	Paul Prescott (Lab)	Keith Cunliffe (Lab)

7. Green City Region Partnership Board

- 7.1 The GMCA is requested to **appoint the GMCA member** with portfolio responsibility for Green City-Region to the Green City Region Partnership Board.

8. Green City Region Board

- 8.1 The GMCA is requested to **approve the appointments** to the GM Green City Region Board from the nominations received from GM Local Authorities for 2023/24.

District	Member
GMCA Portfolio Lead	
Bolton	Richard Silvester (Lab)
Bury	To be confirmed
Manchester	Tracey Rawlins (Lab)
Oldham	Abdul Jabbar (Lab)
Rochdale	Tricia Ayrton (Lab)
Salford	Mike McCusker (Lab)
Stockport	Mark Roberts (Lib Dem)
Tameside	Jack Naylor (Lab)
Trafford	Aidan Williams (Lab)
Wigan	Paul Prescott (Lab)

9. Clean Air Scrutiny Committee

- 9.1 The GMCA is requested to **note the appointments** to the Clean Air Scrutiny Committee as agreed by the 10 GM Local Authorities for 2023/24:

District	Member	Substitute
Bolton	Martin Donaghy (Lab)	Kate Taylor (Lab)
Bury	To be confirmed	To be confirmed
Manchester	Mandie Shilton Godwin (Lab)	To be confirmed
Oldham	Eddie Moores (Lab)	Colin McClaren (Lab)
Rochdale	Mohammad Arshad (Lab)	Faisal Rana (Lab)
Salford	John Mullen (Lab)	Stuart Dickman (Lab)
Stockport	Lisa Smart (Lib Dem)	Jeremy Meal (Lib Dem)
Tameside	Claire Reid (Lab)	Shibley Alam (Lab)
Trafford	Jill Axford (Lab)	To be confirmed
Wigan	Christine Roberts (Lab)	Samantha Brown (Lab)

10. Greater Manchester Homelessness Board

- 10.1 The GMCA is requested to **approve the appointments** to the Greater Manchester Homelessness Board from the nominations received from GM Local Authorities for 2023/24.

District	Member	Substitute
GMCA Portfolio Lead	Paul Dennett (Lab)	
Bolton	Hamid Khurram (Lab)	Martin Donaghy (Lab)
Bury	Clare Cummins (Lab)	Elizabeth Fitzgerald (Lab)
Manchester	Joanna Midgely (Lab)	To be confirmed
Oldham	Elaine Taylor (Lab)	Chris Goodwin (Lab)

Rochdale	Daniel Meredith (Lab)	Terry Smith (Lab)
Salford	Tracy Kelly (Lab)	Wilson Nkurunziza (Lab)
Stockport	Colin McAlister (Lib Dem)	Frankie Singleton (Lib Dem)
Tameside	John Taylor (Lab)	To be confirmed
Trafford	James Wright (Lab)	Liz Patel (Lab)
Wigan	Susan Gambles (Lab)	Paula Wakefield (Lab)

GMCA Appointments and nominations received from the Greater Manchester Local Authorities for appointment by the GMCA to Outside Bodies

11. Greater Manchester Accessible Transport Limited

11.1 The GM Transport Committee/Bee Network Committee be requested to appoint 5 members from the Committee (4 Labour and 1 Conservative) to the GMATL Board for 2023/24.

12. Greater Manchester Business Board (LEP) (formerly Local Enterprise Partnership)

12.1. The GMCA is requested to **appoint** Councillors Bev Craig (Lab), Eamonn O'Brien (Lab), Nick Peel (Lab) and Arooj Shah (Lab) to the Greater Manchester Business Board (LEP).

NOTE: i. In 2022/23 representatives were Mayor of Greater Manchester, Andy Burnham, Bev Craig, Eamonn O'Brien and Amanda Chadderton

ii. Membership of the Greater Manchester Business Board also comprises 11 private sector representatives and 2 ex-officio members.

13. Growth Company Board

13.1 The GMCA is requested to **appoint** Councillor Gerald Cooney (Lab), Bev Craig (Lab), Nazia Rehman (Lab) and Eamonn O'Brien (Lab) to the Growth Company Board.

NOTE: i. In 2022/23 representatives were Bev Craig, Andrew Western, Elise Wilson, Nazia Rahman and Jacqueline North

14. UK Shared Prosperity Fund Board

14.1. The GMCA is requested to **appoint the following 5 portfolio Leads** to the Greater Manchester UK Shared Prosperity Board on the following basis:

Technical Education & Skills

Resource & Investment

Economy, Business & Inclusive Growth

Green City Region

Equalities and Communities

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Greater Manchester Combined Authority

Date: 30 June 2023

Subject: Review of GMCA Constitution and Approval of Revised Members Code of Conduct

Report of: Gillian Duckworth, GMCA Solicitor & Monitoring Officer

Purpose of Report

To report the Monitoring Officer's review of the GMCA's Constitution and recommend amendments.

Recommendations:

The GMCA is requested to:

1. Adopt the revised constitution accompanying this report as the Constitution of the GMCA.
2. Adopt the Members Code of Conduct attached at Appendix A.
3. Authorise the Monitoring Officer to make any changes of a typographical nature to the Constitution.

Contact Officers

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Gwynne Williams, Deputy Monitoring Officer – GMCA

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Equalities Impact, Carbon and Sustainability Assessment:

No implications arising directly from this report

Risk Management

No implications arising directly from this report

Legal Considerations

The Constitution requires an annual review which this report satisfies

Financial Consequences – Revenue

No implications arising directly from this report

Financial Consequences – Capital

No implications arising directly from this report

Number of attachments to the report: 1

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

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

Overview and Scrutiny Committee

N/A

1. Introduction/Background

1.1. The Monitoring Officer is required to monitor and review the operation of the GMCA's Constitution and, where appropriate, to propose changes to the Constitution to the GMCA for approval.

The Monitoring Officer has carried out such a review and recommends a revised version of the GMCA Constitution for approval. New wording appears in tracked changes in the revised version in the [GMCA Constitution AmendedTrackedChanges.pdf](#)

1.2. There have been no new statutory orders conferring functions on the GMCA or orders amending existing statutory orders since the last review.

2. Parts 1, 2 and 3 of the Constitution - Bee Network Committee and TfGM

2.1. The GMCA received a report of the Chief Executive and the Monitoring Officer at its meeting on 26 May 2023 on the Bee Network- Improving Greater Manchester's Transport Governance.

2.2. The GMCA:

2.2.1. approved the establishment of a new joint transport committee (the Bee Network Committee) of the GMCA, the Mayor and the ten Greater Manchester constituent councils;

2.2.2. approved the Terms of Reference of the Bee Network Committee, as set out in Appendix 2, to the report;

2.2.3. approved the delegation of functions of the GMCA, as set out in the Terms of Reference to the Bee Network Committee;

2.2.4. noted the delegation of Mayoral functions, as set out in the Terms of Reference.

2.2.5. approved the Rules of Procedure for the Bee Network Committee, as set out in Appendix 3 to the report.

2.3. The Constitution has been amended to reflect the establishment of the new committee and the resolutions set out in paragraph 2.2 above. In summary,

2.3.1. Part 1 refers to the committee's Rules of Procedure for decision making;

2.3.2. Part 2 is updated to refer to the name of the Bee Network Committee replacing the former GMTC;

2.3.3. Part 3 – Section D - is substantially amended to incorporate the Bee Network Committee's Terms of Reference and delegated functions.

2.4. The report to the GMCA of 26 May 2023 advised that it was the intention to delegate some additional functions of a day-to-day operational nature to TfGM, for example, local bus information, consultation procedures, transport and road safety studies. The report advised that these revisions to TfGM's functions would be included in the annual review of the constitution.

2.5. Part 3 – Section E of the Constitution has been amended to include within TfGM's delegated functions related to the following:

2.5.1. Formulating, developing and monitoring procedures for public consultation on transport policies;

2.5.2. Considering what local bus information should be made available, and the way in which it should be made available;

2.5.3. Pedestrian crossings so far as it relates to Pelican and Puffin crossings;

2.5.4. Placing of traffic signs in so far as they are traffic light signals;

2.5.5. Making policy recommendations in respect installation, maintenance, and management of Traffic Light Signals, and the GMCA's budget for Traffic Light Signals

2.5.6. Making policy recommendations in respect of the Transport Studies Function, and the GMCA's budget for the Transport Studies function;

2.5.7. A programme of measures designed to promote road safety under sections 39(2) and 39(3) of the Road Traffic Act 1988 (the road safety function).

2.6. The detailed wording can be found in Part 3 – Section E of the Constitution.

2.7. In addition, Members are asked to note that the Mayor has delegated the mayoral function relating to Bus Franchising Service Permits to TfGM (Part 3 – Section E – paragraph 15.4).

2.8. In relation to appeals arising out of the Bus Franchising Service Permit scheme, it is proposed that the GMCA delegates authority to TfGM to respond to and /or defend any appeals that a bus operator may make to the Traffic Commissioner Part 3 – Section E – paragraph 14).

3. Part 4 – Committees – Audit Committee

3.1. At its meeting on 25 January 2023, following the consideration of a report on the Committee's responsibilities and its relationship with the Joint Audit Panel, the Audit Committee resolved to recommend that the GMCA amend the Committee's Terms of Reference.

3.2. The following additional paragraph has been added to the Audit Committee's Governance, Risk and Control function:

Receive the annual report of the Chair of the Joint Audit Panel – Police and Crime, written summaries of and the minutes of meetings of the Panel as, amongst other things, a means of providing assurance with regard to GMP's internal control environment and risk management framework for the management of operational risk.

4. Part 5 – GMCA Procedure Rules

4.1. Rule 10 has been amended to include provision for the Secretary to cancel or postpone any meeting, in consultation with the meeting Chair, in event of an emergency.

5. Part 6 – Financial Procedures

5.1. Part 6B – Contract Procurement Rules have been amended to include further provision as to procedures for the award of grants.

6. Part 7 – Codes – Members Code of Conduct

6.1. At its meeting on 10 February 2023 the Standards Committee considered a report on the publication of the Local Government Association Model Code of Conduct for Members.

6.2. The Committee resolved to recommend the adoption of the LGA Model Code of Conduct by the GMCA with following modifications:

6.2.1. the obligations relating to the declaration of disclosable pecuniary interests follow the statutory wording contained in the Localism Act 2011;

6.2.2. the threshold for gifts and hospitality remain at the current level of £100.

6.3. Attached at Appendix A is the proposed new Members Code of Conduct, adapted for GMCA.

Other Codes

6.4. Minor amendments have been made to the Member/Officer Relations Guidance at Section D.

6.5. A new protocol on International Visits had been added at Section H.

7. Consequential Amendments

7.1. Amendments required as a consequence of the above substantive revisions have been made throughout the document.

8. Future Revisions

7.1 Further revisions to the Constitution are likely to be required during the municipal year as a consequence of the integration of Local Enterprise Partnership functions within the functions of the GMCA.

9. Recommendations

9.1. Recommendations are set out at the beginning of this report.

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Members Code of Conduct

Members Model Code of Conduct

Definitions

General principles of member conduct

Application of the Code of Conduct

Standards of member conduct

General Conduct

1. Respect
2. Bullying, harassment and discrimination
3. Impartiality of officers of the GMCA
4. Confidentiality and access to information
5. Disrepute
6. Use of position
7. Use of GMCA resources and facilities
8. Complying with the Code of Conduct Protecting your reputation and the reputation of the GMCA
9. Interests
10. Gifts and Hospitality

Appendix A – The Seven Principles of Public Life

Appendix B - Registering Interests

- Non-participation in case of disclosable pecuniary interest
- Disclosure of Other Registerable Interests
- Disclosure of Non-Registerable Interests
- Table 1 – Disclosable Pecuniary Interests
- Table 2 – Other Registrable Interests

Member Model Code of Conduct

Definitions

For the purposes of this Code of Conduct, a “member” means a member including the directly elected Mayor and substitute members, a co-opted member of the GMCA including councillors from Greater Manchester’s districts appointed to roles in which they act on behalf of the GMCA. A “co-opted member” is defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who

- a) is a member of any committee or sub-committee of the authority, or;
- b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority

For the purposes of this Code of Conduct, “local authority” includes county councils, district councils, London borough councils, parish councils, town councils, fire and rescue authorities, police authorities, joint authorities, economic prosperity boards, combined authorities and National Park authorities.

General principles of councillor conduct

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the Seven Principles of Public Life, also known as the Nolan Principles.

Building on these principles, the following general principles have been developed specifically for the role of councillor.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of councillor.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority’s requirements and in the public interest.

Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of Mayor, or are appointed as a member and continues to apply to you until you cease to hold office/be a member of the GMCA.

This Code of Conduct applies to you when you are acting in your capacity as a member which may include when:

- you misuse your position as a member
- your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a member

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a member.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct.

Standards of Member Conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a member. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

General Conduct

The general conduct guidance follows below:

1. Respect

As a member:

1.1 I treat other members and members of the public with respect.

1.2 I treat GMCA employees, employees and representatives of partner organisations and those volunteering for the GMCA with respect and respect the role they play.

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a member, you can express, challenge, criticise and disagree with views, ideas,

opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in members/councillors.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the GMCA, the relevant social media provider or the police. This also applies to fellow members, where action could then be taken under the Member Code of Conduct, and GMCA employees, where concerns should be raised in line with the GMCA's member - officer protocol.

2. Bullying, harassment and discrimination

As a member:

2.1 I do not bully any person.

2.2 I do not harass any person.

2.3 I promote equalities and do not discriminate unlawfully against any person.

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Members have a central role to play in ensuring that equality issues are integral to the GMCA's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of officers of the GMCA

3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the GMCA

Officers work for the GMCA as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a member:

4.1 I do not disclose information:

- a. given to me in confidence by anyone**
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
 - i) I have received the consent of a person authorised to give it;**
 - ii) I am required by law to do so;**
 - iii) the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
 - iv) the disclosure is:**
 - 1. reasonable and in the public interest; and**
 - 2. made in good faith and in compliance with the reasonable requirements of the GMCA, and**
 - 3. I have consulted the Monitoring Officer prior to its release.**

4.2 I do not improperly use knowledge gained solely as a result of my role as a member for the advancement of myself, my friends, my family members, my employer or my business interests.

4.3 I do not prevent anyone from getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the GMCA must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a councillor:

5.1 I do not bring my role or local authority into disrepute.

As a member, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other members and/or the GMCA and may lower the public's confidence in your or the GMCA's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring the GMCA into disrepute.

You are able to hold the GMCA and fellow members to account and are able to constructively challenge and express concern about decisions and processes undertaken by the GMCA whilst continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a member:

6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the GMCA provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of GMCA resources and facilities

As a member:

7.1 I do not misuse GMCA resources.

7.2 I will, when using the resources of the GMCA or authorising their use by others:

- **a. act in accordance with the GMCA's requirements; and**
- **b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the GMCA or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the GMCA to assist you in carrying out your duties as a member.

Examples include:

- office support
- stationery

- equipment such as phones, and computers
- transport
- access and use of GMCA/local authority buildings and rooms.

These are given to you to help you carry out your role as a member more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the GMCA's own policies regarding their use.

8. Complying with the Code of Conduct

As a member:

8.1 I undertake Code of Conduct training provided by the GMCA.

8.2 I cooperate with any Code of Conduct investigation and/or determination.

8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

It is extremely important for you as a member to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the GMCA or its governance. If you do not understand or are concerned about the GMCA's processes in handling a complaint you should raise this with your Monitoring Officer.

Protecting your reputation and the reputation of the local authority

9. Interests

As a member:

9.1 I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the authority.

You need to register your interests so that the public, GMCA employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other members when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011. **Appendix B** sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer

10. Gifts and hospitality

As a member:

10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the GMCA or from persons who may apply to the local authority for any permission, licence or other significant advantage.

10.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £100 within 28 days of its receipt.

10.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.

In order to protect your position and the reputation of the GMCA, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a member. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a member. If you are unsure, do contact your Monitoring Officer for guidance.

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. Accountability Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B - Registering Interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the member, or a person connected with the member, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non-participation in case of disclosable pecuniary interest

4. Where you have a Disclosable Pecuniary Interest, as set out in Table 1, in any matter to be considered or being considered at a meeting, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest.

Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

Disclosure of Other Registerable Interests

5. Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your Other Registerable Interests (**as set out in Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

6. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a

financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

7. Where a matter arises at a meeting which affects –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a relative or close associate; or
- c. a financial interest or wellbeing of a body included under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

8. Where a matter (referred to in paragraph 8 above) affects the financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

Table 1: Disclosable Pecuniary Interests

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the GMCA) made or provided within the 12 month period prior to notification of the interest in respect of any expenses incurred by you in carrying out duties as a Member, or towards your election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation Act) 1992.</p>
Contracts	<p>Any contract which is made between you or your partner (or a body in which you or your partner has a beneficial interest) and the GMCA:</p> <ul style="list-style-type: none"> • a. under which goods or services are to be provided or works are to be executed: and, • b. which has not been fully discharged.
Land and Property	Any beneficial interest in land which is within the area of the GMCA. Land excludes an easement, servitude, interest or right in or over the land which does not give you or your partner (alone or jointly with another) a right to occupy or to receive income.
Licence	Any licence (alone or jointly with others) to occupy land in the area of the GMCA for a month or longer.
Corporate Tenancies	<p>Any tenancy where (to your knowledge) -</p> <ul style="list-style-type: none"> a. the landlord is the GMCA: and b. the tenant is a body in which you or your partner is a partner of or a director of or has a has a beneficial interest in the securities.

Securities	<p>Any beneficial interest in securities of a body where:</p> <p>a. that body (to your knowledge) has a place of business or land in the area of the GMCA; and</p> <p>b. either -</p> <p>i. the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>
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For the purposes of the above table:

- a. 'a body in which you or your partner has a beneficial interest' means a firm in which you or your partner is a partner or a body corporate of which you or your partner is a director, or in the securities of which you or your partner has a beneficial interest;
- b. 'director' includes a member of the committee of management of an industrial and provident society;
- c. 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

<p>Table 2: Other Registrable Interests</p> <p>You must register as an Other Registerable Interest:</p> <ul style="list-style-type: none"> a) any unpaid directorships b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management

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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:

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

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 FRIDAY 9TH JUNE 2023 AT GREATER MANCHESTER
COMBINED AUTHORITY OFFICE**

PRESENT

GM Mayor	Andy Burnham (in the Chair)
GM Deputy Mayor	Kate Green
Bolton	Councillor Nicholas Peel
Bury	Councillor Lucy Smith
Manchester	Councillor Bev Craig
Oldham	Councillor Elaine Taylor
Rochdale	Councillor Neil Emmott
Stockport	Councillor Mark Hunter
Tameside	Councillor Bill Fairfoull
Trafford	Councillor Tom Ross
Wigan	Councillor David Molyneux

ALSO IN ATTENDANCE:

Chair of GMCA Overview & Scrutiny Committee	Cllr John Walsh
Chair of the GMCA Waste & Recycling Committee	Cllr Alan Quinn
Salford Council	Cllr John Merry

OFFICERS IN ATTENDANCE:

GMCA Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Gillian Duckworth
GMCA Treasurer	Steve Wilson
Bolton	Sue Johnson
Bury	Lynne Ridsdale
Manchester	James Binks

Oldham	Paul Clifford
Rochdale	Steve Rumbelow
Salford	Maggie Kufeldt
Stockport	Mark Glynn
Tameside	Julian Jackson
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Lee Teasdale
TfGM	Steve Warrener
TfGM	Anne-Marie Purcell

GMCA 100/23 APOLOGIES

That apologies be received and noted from City Mayor Paul Dennett (Salford), Councillor Ged Cooney (Tameside), Councillor Arooj Shah (Oldham), Councillor Eamonn O'Brien (Bury), Joanne Roney (Manchester), Tom Stannard (Salford), Harry Catherall (Oldham), Steve Rumbelow (Rochdale), Sandra Stewart (Tameside) & Caroline Simpson (Stockport).

GMCA 101/23 CHAIRS ANNOUNCEMENTS

There were none.

GMCA 102/23 DECLARATIONS OF INTEREST

There were none.

GMCA 103/23 MINUTES OF THE GMCA MEETING HELD ON 26 MAY 2023

RESOLVED /-

That the minutes of the GMCA meeting held on 26 May 2023 be approved as a correct record.

**GMCA 104/23 GMCA RESOURCES COMMITTEE – MINUTES OF THE
MEETING HELD ON 26 MAY 2023**

RESOLVED /-

That the minutes of the meeting of the GM Resources Committee held on 26 May 2023 be approved as a correct record.

**GMCA 105/23 THE GREATER MANCHESTER FRANCHISING SCHEME FOR
BUSES 2021 – PROCUREMENT UPDATE**

The Mayor of Greater Manchester, Andy Burnham introduced a report which provided an update and made a number of recommendations in relation to the procurement process for the Greater Manchester Franchising Scheme for Buses 2021. In particular it asked members to note and agree the outcome of the process to procure service providers to operate the three Large Local Service Contracts in Sub-Area B of the Scheme.

Councillor John Walsh, Chair of the Greater Manchester Overview & Scrutiny Committee was invited to provide feedback from the meeting of the Committee that had considered this update on 7th June. Comments raised included:

- That the Committee had been reassured by the robust metrics within the procurement process and that consultation had been taking place with current bus operator staff to provide reassurances around their employment status.
- That the Committee sought for further consideration to be given to integrated career structures to allow for clear paths towards progression.
- That a continued role was sought for the Overview and Scrutiny Committee within the new Bee Network governance structure.

The Mayor of Greater Manchester welcomed the support given by the Overview and Scrutiny Committee throughout the franchise development and assurances were provided around the ongoing role for the Committee within the process.

RESOLVED /-

1. That the outcome of the process to procure a preferred service provider to operate the Middleton, Oldham and Queens Road Large Local Service Contracts in Sub-Area B of the Scheme be noted and approved.
2. That the proposed key contractual arrangements of the Middleton, Oldham and Queens Road Large Local Service Contracts be noted.
3. That that in relation to Sub Areas A, B and C of the Scheme, the proposal for TfGM to manage the implementation and operation of the Scheme and the Local Service Contracts awarded in relation to Sub-Areas A, B and C following their award on behalf of the GMCA be approved, subject to the following conditions:
 - a) TfGM will manage the implementation and operation of the Scheme and the above contracts in accordance with the provisions of an agreed Protocol with the GMCA
 - b) That authority to agree the final terms of the above Protocol and any other associated necessary legal agreements on behalf of the GMCA be delegated to the GMCA Monitoring Officer & Solicitor
 - c) That authority to complete and execute the Protocol and any other necessary legal agreements be delegated to the GMCA Monitoring Officer & Solicitor.

(As agreed, this delegation will supersede the delegation set out at no. 4 in the recommendations in the report titled *Greater Manchester Franchising Scheme for Buses: Procurement* dated 25 November 2022, made by the GMCA at its meeting on 25 November 2022).

4. That the comments of the GM Overview & Scrutiny Committee in relation to Item 6 be received and noted.

GMCA 106/23 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.

GMCA 107/23 GREATER MANCHESTER FRANCHISING SCHEME FOR BUSES: PROCUREMENT UPDATE

The Mayor of Greater Manchester introduced a report which provided further information on the indicative preferred bidder based upon the most economically advantageous tender, with officers providing a report fully detailing the process.

Members sought further reassurance around cross-boundary services to neighbouring authorities, stating that it was vital to establish the strategic need to deal with these issues and avoid some of the deregistering of services seen in some areas following the start of tranche one.

Members noted that it was vital to ensure that the financial case for the continuation of the capped bus fare scheme was fully evidenced, and asked that the conclusions of the review of the scheme to date be submitted to the GMCA meeting at the end of June 2023.

The Mayor of Greater Manchester suggested that the future governance of the Bee Network would benefit significantly if each Local Authority was to establish their own Bee Network Working Group to review and monitor local services with a view to

developing suggestions for improvement for consideration by the GM Bee Network Committee.

RESOLVED /-

1. That the recommendations contained within Items 8A, 8B and 8C of the report be approved in full.
2. That the comments of the GM Overview & Scrutiny Committee in relation to Item 8 be received and noted.
3. That the need to ensure that cross-boundary services were fully considered from a strategic perspective be acknowledged and endorsed.
4. That it be noted that the review of the Bus Fares Cap will be submitted to a future meeting of the GMCA.
5. That each GM Local Authority be encouraged to establish their own Bee Network Working Group to review and monitor local services with a view to developing suggestions for improvement for consideration by the GM Bee Network Committee.

Greater Manchester Combined Authority

Date: 30 June 2023

Subject: Integrated Water Management Plan

Report of: Andy Burnham Mayor of Greater Manchester and portfolio holder for Policy & Reform and Transport, Councillor Tom Ross, Portfolio Lead for the Green City-Region and Kate Green, Deputy Mayor PCC & Fire, Safer and Stronger Communities and Steve Rumbelow – Lead Chief Executive for Housing, Homelessness, and Infrastructure

Purpose of the Report

To provide GMCA with a briefing, update, and report on:

1. The Draft Greater Manchester Integrated Water Management Plan (IWMP)
2. Actions agreed at the second Mayoral round table on integrated water management held on 31 March 2023.

Recommendations:

GMCA is requested to:

1. Agree the draft Integrated Water Management Plan (Annex A) and next steps for engagement (paragraph 5.1).
2. Note how the recommendations from GMCA Scrutiny Committee as presented to the Combined Authority on the 31 May 2023 will be taken forward through the Integrated Water Management Plan (Annex B).
3. Note the actions and next steps agreed at the 31 March 2023 Mayoral round table (Annex D).
4. Agree to receive an annual business plan on activities and resources required to deliver the Integrated Water Management Plan.
5. Review the existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) (Annex E).

6. Agree to receive a funding and resource plan (business plan) to the GMCA in September 2023.
7. Note the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan.

Contact Officers:

[Steve Rumbelow](#) Lead Housing, Homelessness, and Infrastructure

[Andrew Lightfoot](#) – GMCA Deputy Chief Executive

[Simon Nokes](#) GMCA Executive Director of Policy and Strategy

[Andrew McIntosh](#) – GMCA Place Director

[Mark Atherton](#) – GMCA Environment Director

[Kathy Oldham](#) – GMCA Chief Resilience Officer

[David Hodcroft](#) GMCA Infrastructure Lead

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers
The assessment identifies positive impacts overall.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Many of Greater Manchester's least affluent communities already live in areas at higher risk of flooding with poor water quality.
Health	G	Nature based solutions will be prioritised where possible. This will create multifunctional green infrastructure - such as sustainable drainage system within walking and cycling routes. Risk from extreme weather and anxiety caused by flooding is a known cause of stress. Reducing this risk through action will have a positive impact. See question 1. See question 1. See question 1.
Resilience and Adaptation	G	Assessments of risk and modelling of climate change indicates that risk and frequency of events are increasing. How we manage water is essential to resilience. See question 1 above. See question 1 above. Nature based solutions will be prioritised where possible. This will create multifunctional green infrastructure - such as sustainable drainage system within walking and cycling routes. A catchment scale approach will also be taken,
Housing		Managing water - flood risk, drainage, green infrastructure and biodiversity netgain is a requirement of the statutory planning process and a new system of sustainable drainage standards will be introduced in 2024. The urban area will have to be retrofitted with new sustainable drainage systems, surface water diverted from the combined sewer and new property level protection measures installed.
Economy	G	
Mobility and Connectivity		
Carbon, Nature and Environment	G	Nature based solutions to address water issues can if installed close to roads improve air quality. Yes - one of the main aims of the plan is to reduce water pollution. Water management - and impacts such as flooding goes hand in hand with measures to improve water quality, reducing diffuse pollution and carbon emissions. Yes - retrofitting the urban environment to make space for water and use of nature based solutions can improve visual amenity. Natural Flood Measures - include tree planting and positive management of carbon sinks such as peat and can deliver a netgain for biodiversity. A sustainable drainage system that is multifunctional can count as a biodiversity netgain credit. Multifunctional green space can include land eg Salford flood basin or Sustainable Drainage Systems that are included within cycleways, roads, pavements, bus stops and new development. Natural Flood Measures - include tree planting and positive management of carbon sinks such as peat.
Consumption and Production	G	The plan will include action to raise awareness and promote the
Contribution to achieving the GM Carbon Neutral 2038 target		Converting and developing the the existing drainage system in response to climate change will cost billions, and will generate carbon if a traditional grey engineering approach is followed. By making space for water carbon emissions can be reduced.

Summary:

G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR Negative impacts overall.
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Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential		This will be undertaken at the programme/project stage.
Residential building(s) renovation/maintenance		No applicable
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport		Plan will aim to incorporate Nature Based Solutions (NBS) within the urban area.
Roads, Parking and Vehicle Access		Will incorporate Nature Based Solutions within the urban area.
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use		The focus is on the enhancing the creation of new greenspace and management of existing land to deliver improvements in the water environment. There will be opportunities but it's not known at this stage.
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

A collaboration agreement between the GMCA, Environment Agency and United Utilities is imminent. This will be extended to specific projects an annual business plan will be taken to the GMCA on an annual basis and reviewed by Scrutiny Committee.

Legal Considerations

The GMCA has the power under section 2 of the Local Government Act 2000 to take any steps which it considers likely to improve the “*economic, social or environmental well-being*” of the Greater Manchester area. On 24 September 2021 the GMCA approved a Memorandum of Understanding between the Environment Agency, United Utilities and the GMCA to create a strategic partnership to influence and deliver sustainable growth and development in Greater Manchester by improving flood resilience, enhancing the environment, driving circular economy approaches and supporting regeneration. The Environment Agency, United Utilities and the GMCA have agreed a collaborative agreement relating to the production of an Integrated Water Plan. The intention is to extend this further to support implementation of the Plan.

Financial Consequences – Revenue

The development of the Integrated Water Management Plan was funded through an equal financial contribution from the GMCA, United Utilities and Environment Agency.

Financial Consequences – Capital

There are no direct financial consequences to the GMCA.

Number of attachments to the report: One.

Comments/recommendations from Overview & Scrutiny Committee

See paragraphs 3.1 and 3.2 and Annex B

Background Papers:

- [Greater Manchester Infrastructure Framework \(2019\)](#)
- [Greater Manchester 5-year Environment Plan \(2019\)](#)
- [GMCA response to flood risk management \(2021\)](#)
- [GMCA, Environment Agency and United Utilities Memorandum of Understanding \(2021\)](#)
- [Greater Manchester Strategy \(2021\)](#)
- [Greater Manchester Resilience Strategy \(2021\)](#)
- [Report to GMCA Housing Planning and Environment Overview and Scrutiny Committee, 8 March 2022. Subject: Response to Flood Risk Management and Memorandum of Understanding between the GMCA, United Utilities and the Environment Agency.](#)
- Report to the Greater Manchester Planning and Housing Commission ([November, 2022](#)) and ([March, 2023](#)) on the Integrated Water Management Plan.
- Report to the Greater Manchester Green City Region Partnership on Integrated Water Management Plan ([January, 2023](#))
- [GMCA Overview and Scrutiny Committee \(March 2023\)](#). An investigation into the wider determinants of effective integrated water management in Greater Manchester.

- [Report to GMCA 26 May 2023](#). Subject: GMCA Overview & Scrutiny Committee Task and Finish Report on Integrated Water Management.

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 Greater Manchester is connected by water and how it is managed is highly fragmented. It's an overlooked and forgotten issue brought to light during occasions of increasing frequency where there is too much water (flooding), too little (droughts) and too dirty (polluted waterways).
- 1.2 The 10 Local Authorities in Greater Manchester are Lead Local Flood Authorities (LLFAs) (the GMCA is not), however there is a statutory duty for the LLFAs to co-operate with each other and the issues, actions and outcomes being sought are broader than flood risk.
- 1.3 The GMCA has the power under Section 2 of the Local Government Act 2000 to take any steps which it considers likely to improve the “*economic, social or environmental well-being*” of the Greater Manchester area.
- 1.4 On 24 September 2021 the GMCA approved a Memorandum of Understanding (MOU) between the Environment Agency (EA), United Utilities (UU) and the GMCA (including TfGM) to create a strategic partnership to influence and deliver sustainable growth and development in Greater Manchester by improving flood resilience, enhancing the environment, driving circular economy approaches and supporting regeneration.
- 1.5 The GMCA agreed to receive an annual report on progress, success, and any issues/barriers to delivery with progress reported to the [GMCA Housing Planning and Environment Overview and Scrutiny Committee on the 8 March 2022](#).
- 1.6 A Mayoral round table was held on the 30 September 2022 and it was agreed that the GMCA, UU and EA should jointly produce an Integrated Water Management Plan to draw together a collective vision, objectives, and actions and identify accountability and resources for delivery. It was also agreed that the stakeholders at the round table should reconvene by early spring 2023 to evaluate and review progress. The 2nd round table was held on the 31 March 2023, with a 3rd planned to be taking place on the 11 September 2023 to further review progress.

- 1.7 Greater Manchester is seen as an innovative pathfinder in this area and the 2023 devolution deal includes the following commitment: *“the government agrees that Greater Manchester will be a testbed to explore and develop options for how flood risk management, including other relevant adaptation activities, can best be addressed, and accelerated at the local level. This could include:*
- a. Examining how adoption of an ecosystem services approach can deliver co-benefits for the economy and citizen health.*
 - b. Sharing of best practice approaches and learning on integrated water management to inform government reforms to local flood risk management planning.*
 - c. Piloting ‘revenue stacking’ and the blending of public, private, and philanthropic finance to fund projects at scale; or*
 - d. Early testing of proposals from any government strategies on these issues in development”.*
- 1.8 The devolution deal also recognises the *“role of local democratic leadership in ensuring effective delivery of resilience activity, including integrating resilience into wider local strategies, plans and services opportunities. Recognising the importance of Greater Manchester to the economic vitality of the UK and the influence of GMCA, its constituent local authorities and the Greater Manchester Local Resilience Forum, the government wants to test the ambitions in the UK Government Resilience Framework to enhance resilience and strengthen local resilience forums with GMCA”.*

2. Issues

- 2.1 As previously reported to the [GMCA \(September 2021\)](#) and [last month](#) this is a cross portfolio issue, cutting across duties, responsibilities, and agencies. We don't view and approach the issue through a single coordinated and strategic lens. It is about place making and resilience as much as the environment.
- 2.2 Future climate change projections evidence a potential precipitation [rise of 59% by 2050](#) even if carbon reduction targets are met, with the Northwest projected to have

the highest percentage increase in rainfall in the country. Winters will be wetter and summers drier. Rainfall or droughts will be more intense. Infrastructure assets are aging and there will be a significant cost (to tax and bill payers (the public)), carbon emissions and disruption within the built environment and highways to re-engineer the existing drainage system.

- 2.3. There remain challenges to delivering an integrated water management approach due in part to the complexities that exist through legislation, governance, and funding. This is compounded within the GMCA governance structures - there are many groups, workstreams and boards where water management is embedded within their terms of reference. It is not, however, apparent what actual responsibility and accountability these groups take in supporting the delivery of water management and this needs to be addressed.
- 2.4 The memorandum of understanding between the Combined Authority (including TfGM), Environment Agency and United Utilities was the start of a process that enables a more integrated approach, providing a platform for place-based interventions, sharing capital investment programmes and leverage of funds for shared benefits.
- 2.5 A report on the issues was presented to [GMCA Overview and Scrutiny Committee](#) and the [GMCA on 26 May 2023](#) (see section 3 below). In summary, the key issues identified are:
 1. A whole catchment approach is required working across Greater Manchester and with those outside (we are connected by water).
 2. This is a cross cutting and multidisciplinary issue for the GMCA and the individual Local Authorities.
 3. There is a role for the GMCA (like transport) to convene stakeholders, provide strategic direction and to support the individual Local Authorities.
 4. The GMCA has committed to a vision through the Greater Manchester Strategy and issues have been identified in previous reports to the GMCA –

this is about doing it better/differently than we are given the complexity of the system.

5. The [GMS Progress Report \(July 2022\)](#) stated that *“Resilience and Adaptation work is underway to support this agenda, however the progress report has found further, and faster activity is needed in this area”*.
6. There is significant investment involved (~£142M from the EA programme (2021/27 requiring £40M match funding and over £1bn from UU from 2025-30), of which it’s proposed that £250m will be targeted on a rainwater management programme to remove 62 ha of impermeable surfaces in catchments in Greater Manchester.
7. We know what the investment will be from water-based programmes and need to be driving better investment outcomes beyond this (e.g., as GMCA/TfGM has control over Transport investment schemes (City Region Sustainable Transport Settlement)¹, brownfield housing funds and a stronger partnership with Homes England (and associated funding) that deliver tangible environmental outcomes – such as slowing the flow of water into the sewerage system and therefore reducing flooding and pollution.
8. There is a lack of human resource and continuity planning (especially within the CA/Local Authorities and within the Environment Agency) with the capacity and capability to meet the increasing demand and expectations required to manage water (and place) differently. The GMCA has experience in supporting skills programmes, apprenticeships, and graduate programmes and in providing direct support to the Local Authorities in Greater Manchester – we are stronger together and can provide a work offer that is attractive to the best talent.

¹ The forthcoming Greater Manchester Streets for All Design Guide and Greater Manchester SuDS Design Guide will promote the delivery of SuDS across the region’s streets and highways. The Streets for All Design Review Check includes metrics on the quantity, quality and functionality of green and blue infrastructure. The design check will be used to support the design development of City Region Sustainable Transport Settlement schemes and expected benefits will be monitored through the appraisal process.

9. The system is fragmented and operating in silos. Greater Manchester (with partners) is stepping up and providing leadership to manage problems inherent within the current system to deliver benefits for people, places, and the environment.

3. GMCA Overview and Scrutiny Committee Recommendations

- 3.1 GMCA Scrutiny Committee established a task and finish group in November 2022 to review the issues associated with flood risk and integrated water management. The task and finish group presented its findings and recommendations (See Annex B) [to Scrutiny on 22 March](#). These were endorsed by the Committee, reported to the [GMCA on 26 May](#) where they were also [endorsed](#).
- 3.2 The recommendations are:
 1. Increase awareness.
 2. A clear co-owned plan
 3. Strong governance framework
 4. Effective use of knowledge, skills, and resources
 5. Ensuring social justice is at the heart of action.
 6. Influencing planning laws and guidance
 7. Improving advice and information
 8. Effective measures
 9. Learn from others.
 10. Further areas for scrutiny review
- 3.3 A table setting out how the recommendations will be taken forward through the Integrated Water Management Plan is included in Annex B.

4. Integrated Water Management Plan

- 4.1 Integrated Water Management (IWM) is a collaborative approach to the way we plan for and manage all elements of the water cycle (reflecting and managing issues specific to place). It is a multidisciplinary approach relating to planning,

development, operational and tactical decisions to influence the water cycle and integrate opportunities to deliver shared outcomes.

4.2 The vision is: *“By working together, we will manage Greater Manchester's water wherever it falls, to enhance the environment, support people and forge prosperous places”*.

4.3 There are three core objectives:

1. Breaking down the barriers

- Collaboration to break barriers to managing water in an integrated way to enable the delivery of sustainable growth in Greater Manchester. Identifying innovative solutions and combining efforts with public and private investors to deliver more.

2. Creating multiple benefits

- Ensuring that all interventions consider water neutrality, flood resilience, water quality improvement and build in climate adaptation.
- Aiming to maximise multifunctional blue-green infrastructure, restore natural function and water landscapes, protecting and valuing biodiversity and the water environment.

3. Businesses and the community become an important part in creating the value.

- Involving businesses and community stakeholders to deliver resilient, diverse, and inclusive public spaces.
- Creating opportunity and access for jobs and skills needed for integrated water management.

4.4 The intention is to mature, grow and develop the partnership working together we can realise the benefits, significant investment is on the horizon from a water management perspective linked to water quality, flood risk and place making, along with associated sectors such as transportation and strategic growth locations that influence water management and offer a potential to co-fund and co-deliver.

4.5 The plan will create value through:

- how we deliver collaborative schemes (co-investing and co-creating schemes)
- wider benefits and outcomes for the environment and society
- better business cases and evidence to inform future investment plan (including water company investment plans) and,
- critically organisational resilience (increase skills, resources, and system resilience).

4.6 As an example of value being created/leveraged:

- The scale of UU's Water Industry National Environment Programme (WINEP) 2025 – 2030 is so substantial that Ofwat approved 134 named schemes to be accelerated so that planning can commence from this year.
- The total programme is valued at £940bn, and approx. £400m of that is within Greater Manchester.
- UU's proposal centres on rainwater management in the 'catchment' of Greater Manchester to deliver blue/green schemes (~£200M) that reduce rainwater (surface water) into UU's combined system with the aim of reducing the amount (volume/£/Co2) of grey storages in the future.
- Regulators are looking for UU to leverage funding from other sources where there is an alignment in objectives - hence the importance of aligning with other CA/EA/TfGM investment programmes. There is a metric in the IWMP for the % of that leverage opportunity.

4.7 Integrated water managed is relevant to many organisations to a greater or lesser extent and through the work undertaken to date there is a strong aspiration to grow participation over time, to become a multi-sector partnership to support the ambitions for cross-sector delivery. To do this the right conditions for success need to be created over the next few months. We want to draw in key partners and stakeholders by collaborating, engaging, seeking feedback, and providing challenge on the plan and the Workstreams it contains.

4.8 The components of the Plan (See Annex A for further detail) are:

- Vision
- Ambitions and objectives (for 2030, 2040 and 2050)
- Workstreams required to deliver the vision and ambitions:

- Workstream 1 - Living integrated opportunity programme
- Workstream 2 - Digital Platform
- Workstream 3 - Adaptive policies and standards
- Workstream 4 - The Partnership
- Workstream 5 - Skills and Resources
- Workstream 6 - Integrated Investment Plan
- Workstream 7 – Marketing and engagement

4.9 Delivery and support to the Local Authorities will not happen without resources and funding. Support so far has been provided through external planning/engineering consultancies, funded through an equal financial contribution from the GMCA, United Utilities and Environment Agency. United Utilities and the Environment Agency have created additional posts to support collaboration and the Plan. Embedded capacity needs to be freed from within the existing GMCA/TfGM system or new capacity created.

4.10 To deliver the plan the following roles (day to day but not necessarily full time and can be same person) have been identified:

- Partnership Board Chair
- Partnership lead (manager)
- Opportunity brokers/programme manager
- Delivery manager (for projects)
- Operational support officer
- Progress/performance officer
- Data analyst/scientist/architect (Geographical Information system lead)
- Communication and engagement officer

5. Next Steps

5.1 Proposed next steps are:

1. Engagement with stakeholders (including the individual Local Authorities within and adjacent to Greater Manchester) and update/mature the plan and core components based on feedback (July - September).
2. Create the draft integrated opportunities spatial programmes (sites/projects and programmes) (July - September)

3. Produce a 1-year business plan (July – September)
4. Provide a summary of engagement responses and annual business plan to the 3rd Round Table to be held on 11 September 2023
5. Further report to GMCA Scrutiny and overview Committee on 27 September 2023
6. 1-year business plan to GMCA 29 September 2023
7. Further engagement/communication at the Green Summit (October)

6. Recommendations

6.1 GMCA is requested to:

1. Agree the draft Integrated Water Management Plan (Annex A) and next steps for engagement (paragraph 5.1).
2. Note how the recommendations from GMCA Scrutiny Committee as presented to the Combined Authority on the 31 May 2023 will be taken forward through the Integrated Water Management Plan (Annex B).
3. Note the actions and next steps agreed at the 31 March 2023 Mayoral round table (Annex D).
4. Agree to receive an annual business plan on activities and resources required to deliver the Integrated Water Management Plan.
5. Review the existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) (Annex E).
6. Agree to receive a funding and resource plan (business plan) to the GMCA in September 2023.
7. Note the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan.

ANNEX A – The draft Integrated Water Management Plan

Plan attached separately.

ANNEX B – Table setting out how the GMCA Scrutiny Committee recommendations will be taken forward through the Integrated Water Management Plan

GMCA Scrutiny Recommendations	IWMP Workstream (number)
1. Increase awareness.	<ul style="list-style-type: none"> • 7 – Marketing and Engagement
2. A clear owned plan	<ul style="list-style-type: none"> • The Integrated Water Management Plan (and 7 workstreams)
3. Strong governance framework	<ul style="list-style-type: none"> • 4 – The Partnership and recommendations to GMCA (Annex E)
4. Effective use of knowledge, skills, and resources	<ul style="list-style-type: none"> • 5 – Skills and resources
5. Ensuring social justice is at the heart of action	<ul style="list-style-type: none"> • Prioritizing and social value weighting within 1 (integrated opportunity programme and 6 (integrated investment plan)
6. Influencing planning laws and guidance	<ul style="list-style-type: none"> • 3 (policies and standards), 7 - (Marketing and engagement) and devolution deal commitment.
7. Improving advice and information	<ul style="list-style-type: none"> • 7 - (Marketing and engagement), use of GMCA website, engagement team and working with the 10 LAs. Green Summit in October.
8. Effective measures	<ul style="list-style-type: none"> • 1 (integrated opportunity programme and 6 (integrated investment plan)
9. Learn from others.	<ul style="list-style-type: none"> • Have established engagement/information sharing with London and Partnerships in London, Yorkshire and Northumbria.
10. Further areas for scrutiny review	<ul style="list-style-type: none"> • The Plan to be reviewed by Scrutiny Committee on 27 September 2023

ANNEX C – 31 March Mayoral Round Table Invitees

- Kate Green – GMCA (Greater Manchester Combined Authority) Deputy Mayor and GMCA Portfolio holder for Safe & Strong Communities (Police and Fire).
- Cllr Tom Ross – Leader of Trafford Council
- Cllr Martyn Cox, Lead of Bolton Council and Greater Manchester Combined Authority portfolio holder for the Green City Region, Waste and Recycling
- Cllr Eamonn O'Brien, Leader of Bury Council and GMCA portfolio holder for Education, Skills, Work, Apprenticeships and Digital.
- Cllr Allan Quinn – Executive member for Environment, Bury Council and GMCA representative on the North West Regional Flood and Coastal Committee.
- Cllr Mandie Shilton Godwin – Manchester City Council and GMCA Scrutiny Committee
- Cllr Youd – Salford City Council
- Paul Dennett – Mayor of Salford City Council and GMCA portfolio holder for Homelessness, Healthy Lives and Quality Care.
- Eamonn Boylan GMCA/TfGM – Chief Executive
- Sandra Stewart – Chief Executive Tameside Council
- Harry Catherall Chief Executive Oldham Council
- Adrian Lythgoe – Chair of the North West Regional Flood and Coastal Committee
- Jo Harrison – Director of Environment, Planning and Innovation, United Utilities
- Sarah Jenner – Strategic Catchment Planning Manager, United Utilities
- Dee Grahamslaw - Place Based Planning Pilot Lead, United Utilities
- Stewart Mounsey – Area Director (Greater Manchester, Merseyside, and Cheshire) Environment Agency
- Mark Easedale – Environment Manager for Greater Manchester, Environment Agency
- Amanda Wright – Partnership Manager, Natural England
- Petula Neilson - Natural Course Programme Manager, Urban, Water & Wetlands Team, Natural England
- Anne Selby – Chair Greater Manchester Natural Capital Group.
- John Sanders – Chair Mersey Rivers Trust
- Aimee Brough – Irwell catchment partnership
- James Perkins - Team Leader – Flood Policy Statement and Planning (Defra)
- Andrew Lightfoot GMCA Deputy Director
- Andrew McIntosh – GMCA Place Director
- Mark Atherton – GMCA Environment Director
- Kathy Oldham - GMCA Chief Resilience Officer
- David Hodcroft – GMCA Infrastructure Lead
- Jill Holden – GMCA Flood Risk Manager
- Nicola Ward – GMCA Statutory Scrutiny Officer
- Chris Digman (Stantec)
- Phil Raynor (Jacobs)
- Khin Myat PhD Postgraduate Researcher (University of Salford)

ANNEX D – 31 March Roundtable Actions

Action	By Whom	By When
1. Local Nature Recovery Strategy to pick up some of the issues raised by the GMCA Scrutiny Review in relation to nature-based solutions and the wider nature benefits of effective water management.	Mark Atherton	2024
2. Roundtable members to undertake an advocacy role in relation to IWM and highlight the issue wherever possible with Government, especially in relation to: (i) contradictory planning regulations (mandating SuDs in new developments) (ii) lack of available resource (financial and workforce) and (iii) behavioral change in relation to water conservation/water literacy (like carbon literacy training) and (iv) nature-based drainage solutions.	All	Ongoing
3. Integrated Water Management Plan to be shaped by a defined set of ambitions (2030, 2040 and 2050) and target dates to provide a clear sense of what we are collectively trying to achieve.	David Hodcroft / Andrew McIntosh	May 2023
4. Consideration to be given as to whether the current governance arrangements bring in the contributions of property developers and their supply chain on the issue of IWM – Utilize network for TANZ in the instance (and water company network)	Andrew McIntosh	May 2023
5. That the Retrofit Task Force Skills Subgroup be used to further drive the skills growth required for this sector.	Andrew McIntosh	2024
6. Commitment from all partners was welcomed, especially in relation to lining up the AMP cycles to ensure a shared commitment to a placed based approach for future schemes.	All	Ongoing
7. Further cross boundary visibility was required to influence what impacts would be felt from activities outside of GM.	All	Ongoing
8. Consideration to be given as to how to incite further behavior change from residents and a greater awareness as to how their actions and choices especially affect surface water drainage.	All	Ongoing
9. The role of the voluntary sector needs to be recognized in terms of the assistance they offer to the management of nature-based assets.	All	Ongoing
10. That the next steps for the Integrated Water Management Plan be noted, CA approval in May, wider engagement over the summer. A 3 rd round table in September followed by a formal launch at the Green Summit in October 2023.	David Hodcroft	May 2023

ANNEX E

The key governance attributes for integrated water management from the [Organisation for Economic Co-operation and Development \(OECD\)](#) are:

1. Defined **roles and responsibilities**.
2. Manage water intervention at **appropriate geographical scale** in Greater Manchester
3. **Policy coherence** across water and other sectors; housing, transport etc.
4. Resource **commitment across organisations**
5. **Data and information** integration to prioritize a plan.
6. **Mobilize water finance** and allocate financial resources
7. **Influence** on future investment programmes
8. **Alignment of governance practices** within organisations/regulatory boundaries
9. Level of **accountability** to decision-making
10. Level of **Partner/Stakeholder engagement and participation** in the implementation of an IWMP
11. The **partnership enables wider participation in IWMP**, to enable wider social & ecological benefit.
12. **Monitoring and evaluation of metrics** specific to the IWM (Performance Monitoring)
13. Arrangement and **contribution of co-funding**

Enhancing
Life through
Water



Integrated Water Management Plan Draft Plan

June 2023

Foreword

We have a vision, and we are on a journey. We are determined to become a greener, fairer and more prosperous place driven by opportunities in all localities across the city region. The Greater Manchester Strategy provides a clear direction of travel for our city region and is focused on those areas where we need to work together to achieve our shared vision and where collective action is required: better air quality and natural environment, pride in our places to drive investment into our growth locations and resilient to a changing climate which will enable safe and vibrant communities.

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.

Greater Manchester is connected by water and its associated rich cultural and historical traditions. The Irwell, Roch, Medlock, Tame and Goyt Valleys, Dovestone Reservoir, Manchester, Bolton and Bury canal and the Wigan and Leigh Flashes are places of importance for people.

As a principle, rainwater should be managed as a resource to be valued for the benefit of people and the environment through retaining it within the environment as close as possible to where it lands. While there has been progress over recent decades in reducing risk, increasing drought resilience and improving water quality, pollution remains at an unacceptable level.

The latest Greater Manchester devolution deal creates the conditions to support and enable transformation in how we work, plan and deliver together to achieve integrated water management. There is no better time for us to overcome the challenges of integration in water management. Now is the time for us to

deepen our collaboration and partnership to develop new ways of working together that will enable us to meet these challenges head on.

We need to grow and mature our partnership working and by working together we can realise the benefits. Significant investment is on the horizon from a water management perspective linked to water quality, flood risk and place making, along with associated sectors such as transportation and strategic growth locations that massively influence water management and offer a potential to co-fund and co-deliver. Its key that we have the collective support and desire to make this change across the region, with the appetite to grow locally our skills and resource base so we are fit for the future challenge.



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Executive Summary

1. Executive Summary

In Greater Manchester we have a major opportunity to tackle emerging and historical water, wider infrastructure and societal challenges in an integrated way. Through water and wider infrastructure investment, such as housing, transportation and power, we believe it is possible to achieve far greater integrated and connected delivery of multiple types of investment. It will be important to integrate and embed these within the identified strategic growth locations to leverage multiple benefits.

Earlier this year Greater Manchester's Mayor and 10 Leaders agreed a 7th devolution deal with the Government - securing much greater influence over crucial policy areas. The Deal further embeds the role of local decision-making through additional powers, new financial freedoms and new accountability arrangements. It is a vote of confidence in devolution and Greater Manchester's ability to deliver.

By working together, the Greater Manchester Combined Authority (GMCA), Environment Agency (EA)

and United Utilities (UU) partnership can deliver more benefits for Greater Manchester's citizens by improving place, the environment and reducing costs to deliver. We will do this through Integrated Water Management (IWM).

IWM is a people-centred process of planning, operating and maintaining all aspects of water systems. The process is intrinsically linked to the concept of sustainable development by the complex interactions between natural ecosystems and urban infrastructure.



“Ensure safe drinking water and sanitation for all, focusing on the sustainable management of water resources, wastewater and ecosystems.”

Recognised by the United Nations Sustainable Development Goals (SDG)



Our ambition by 2050 is to transform how we, the IWM partnership, manage water as a natural asset.

- Create climate resilient places, whereby our infrastructure will be resistant to our changing climate
- That we respond and adapt to flooding and droughts, ensuring local people understand risk to themselves and know their responsibilities to help manage them
- Increase capacity and collaboration throughout the water management sector

We will achieve this through our Integrated Water Management Plan, which represents a unique opportunity to collaborate in the development of a new way of working together that will enable us to meet these challenges head on.

The IWM journey will enable the short-term joining up of resources, system and opportunities to enable integrated long-term planning and co-delivery in the future.

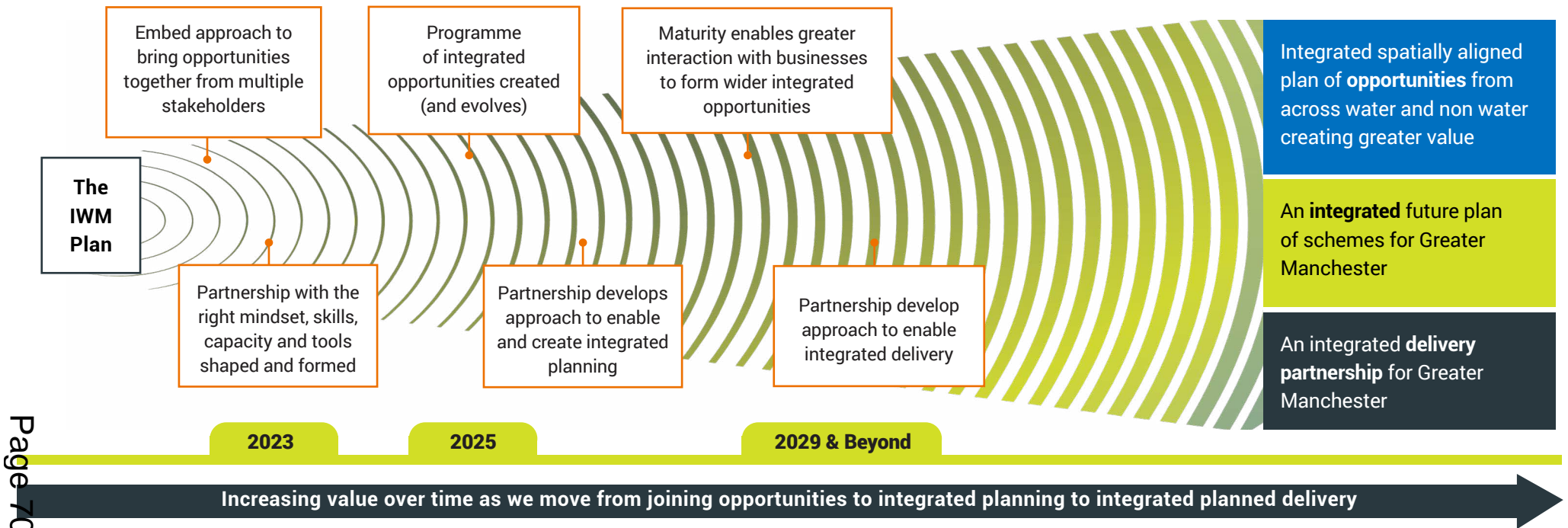


Our vision is

“Working together, we will manage Greater Manchester's water wherever it falls, to enhance the environment, support people and forge prosperous places”.



Figure 1 - Partnership maturity



Our priority actions are:

- Extend the draft opportunities programme to create a live programme of opportunities and track progress of integration and value created
- Develop a strategy for engagement and communication that ensures multi-level awareness and advocacy of the IWMP and its ambitions
- Develop governance, roles, job descriptions and resource plan. Appoint resources in data analysis, opportunity evaluation and brokering
- To scope and then create the digital platform to allow the transparency and visibility to support future decision making
- Extend the existing collaboration agreement to create and sign up to a data sharing agreement

From the analysis undertaken there are over 100 water investment locations where 3 or more opportunities have the potential to be integrated opportunities across the 10 local authorities. The Partnership will appoint the resources required to develop an integrated programme which will be prioritised, by the assigned resources to enable these to be further investigated, brought together and delivered.

There will be a need to produce an annual business plan, this process will start in late September each year and will capture the priorities, actions and resources required for the next funding cycle to move the Integrated Water Management Plan forward.

Our journey to 2050

The timeline sets out our short-term actions to develop the delivery plan and our high-level ambitions to 2050

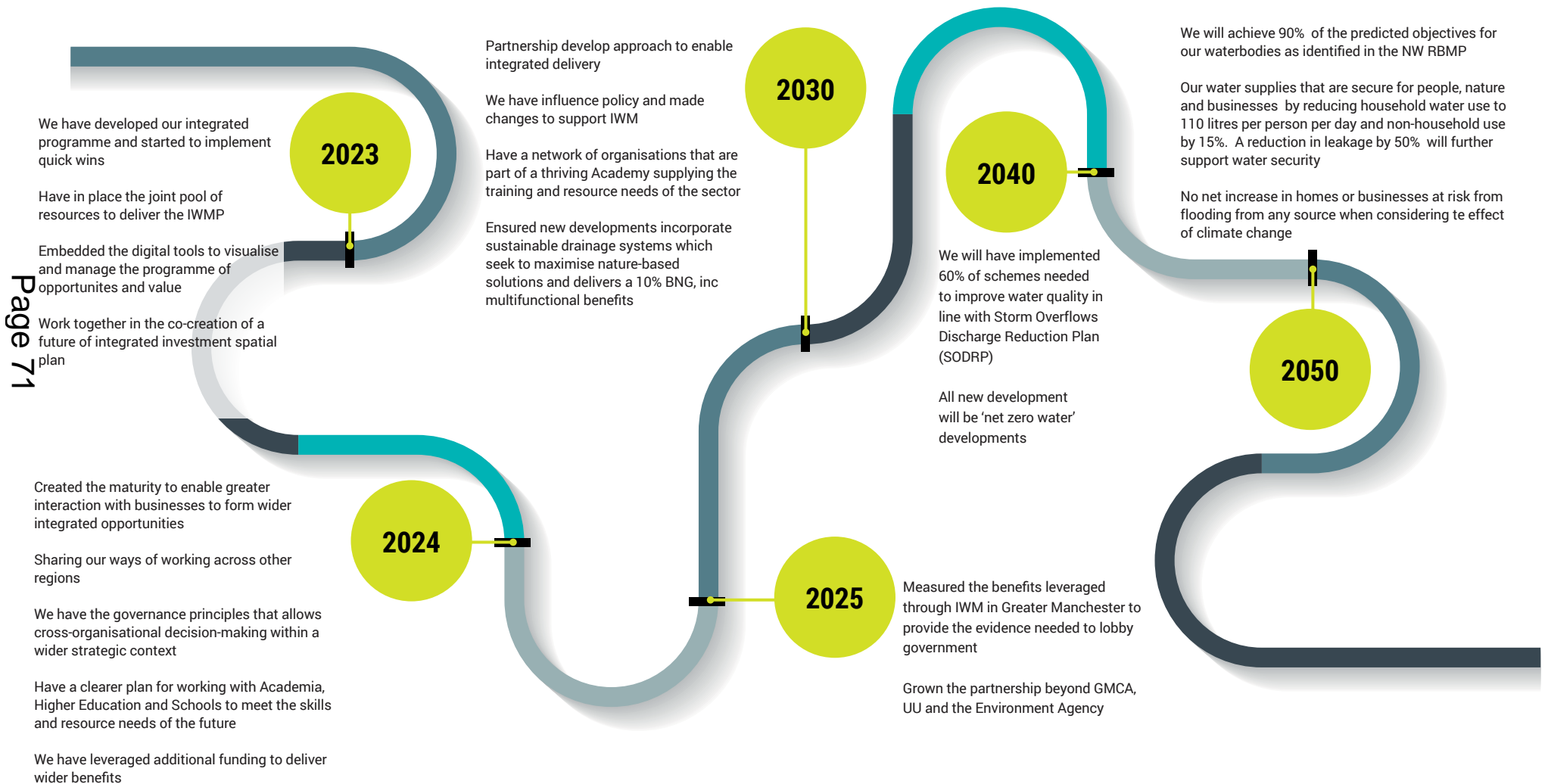


Figure 2 - Our Journey to 2050



The need for an Integrated Water Management Plan

2. The need for an Integrated Water Management Plan



2.1 Water management challenges that are affecting people, place and prosperity

The changing climate is affecting local and regional weather patterns. This is placing water supplies under increasing pressure from periods of dry weather (as experienced in 2021 and 2022) and increasing risk of flooding, impacting our communities, infrastructure and water environments.

Greater Manchester sits in a natural bowl. This results in a flashy response to rainfall events, in which water levels rise rapidly, and flood risk can come from areas upstream in the river catchments. The underlying soils in Greater Manchester prevent rainwater soaking away, contributing to the risk of flooding from surface water; intensified by impermeable surfaces in urban areas.

This contributes to the inundation of the local sewerage system, which was historically designed to receive rainwater, but today cannot cope with the intensity and volume of rain our changing climate is creating, leading to polluted water spilling into our rivers.

Pressures on water resources are increasing due to urban growth, population growth, increased living standards, growing competition for water, and pollution aggravated by climate change and variations in natural conditions. Water is both transferred to and moved around the network in Greater Manchester which requires energy and generates carbon.

The watercourses in the urban areas of Greater Manchester have been heavily modified since the start of the Industrial Revolution which has resulted in changes in land use, sediment transfer and river morphology. Historic structures, created for now redundant industrial processes, present barriers to improving our water environment, such as weirs and culverts. Reversing this will mean ensuring these barriers are removed and helping nature recover. There will be a strong alignment with the Local Nature Recovery Strategy for Greater Manchester.

In urban centres, natural watercourses have a significant role in generating and sustaining economic growth whilst providing a unique opportunity to contribute to the quality of the local natural environment. They provide critical ecosystem services in reducing the urban heat island effect and mitigating air pollution, particularly when enhanced by planting. The natural capital approach values nature, including water, as an asset, or a set of assets, which benefit people, place and the environment. Having plentiful supplies of water for our people and our economy, ensuring the quality of water for wildlife and recreational use, and managing flood risk all underpin our objectives moving forward. However, benefits are difficult to quantify in direct comparison to traditional 'grey' infrastructure solutions as outputs are very situation-specific dependent upon the intervention, situation, location, surroundings, soil type and more. In Greater Manchester water management is divided



across numerous organisations with each responsible for managing a specific component of the water cycle and governance arrangements.

United Utilities, the Environment Agency, the Combined Authority (GMCA) and the Local Authorities work in different investment cycles and human resource silos. Society has a role to play in reducing the demands placed on our most precious resource, which consequently is our cheapest; though with many areas experiencing high levels of deprivation and the cost-of-living crisis affecting people's daily lives, this will impact the pace of change.

Under the Flood and Water Management Act, 2010 Local Authorities were given significant new responsibility for delivering local flood risk management. In an era of budgetary constraints this remains a significant challenge competing with other Local Authority priorities and funding for both capital and resource to deliver their statutory duty under the Act.

It is difficult to plan long term with a year-on-year funding approach for Local Authorities when trying to align with other longer-term programmes that

other organisations (EA, UU) work to. This has not been addressed through the recent devolution deal and a more innovative approach is needed to fund local flood risk management, considering alternative means of funding and integrating flood risk management with other drivers such as the Water Framework Directive and urban regeneration that can deliver multiple benefits. Casting the funding net as wide as possible increases opportunities for funding that, historically, have not been considered.

Despite these challenges, water is a fundamental asset and the foundation to our quality of life. It is consumed, supports critical industries, enhances places and economies whilst ensuring we have a healthy environment that supports wellbeing for all. The prosperity of Greater Manchester and its ability to thrive is dependent on the essential services provided by the water environment but it will be the means through which climate change impacts are experienced.

The way forward is to establish an Integrated Water Management (IWM) approach in Greater Manchester and devolution will help to facilitate this innovative thinking through the integrated water management approach outlined in this plan.



2.2 Integrated Water Management (IWM) in Greater Manchester

Integrated Water Management (IWM) is a collaborative approach to the way we plan for and manage all elements of the water cycle (reflecting and managing issues specific to place). It is a multidisciplinary approach relating to planning, development, operational and tactical decisions to influence the water cycle and integrate opportunities to deliver shared outcomes.

Mayoral Roundtable 2022

It is not as easy as it should be to integrate water management, but it is critical we make bold steps towards it. To make the most of what we have, in terms of water as a resource and the resources we have to manage water, we can leverage wider benefits.

We need greater focus on understanding how our systems and responsibilities align to enable us to work collaboratively to manage water at all scales, from the strategic to the tactical.

Whilst there are many components to IWM, the initial focus is to bring together the opportunities of projects and needs that spatially align to identify co-created and co-funded schemes.

2.3 Leveraging the opportunity that is here now

Since 2021, there have been legislative changes that support the need to work together to leverage the opportunities presented.

In 2021, the government published supplementary guidance to HM Treasury Green Book on Enabling a Natural Capital Approach (ENCA) for policy and decision makers to help them consider the value of a natural capital approach.

The Environment Act (2021) has introduced targets related to overflows and wastewater treatment which means that managing surface water and removing it from the sewerage network will be required. The Act provides a framework to do this using sustainable methods with a low carbon footprint and benefit biodiversity and place. This is reinforced in:

- The National Infrastructure Commission's Recommendation on Surface Water Flooding (November, 2022)
- The Government's review of the benefits and impacts of making sustainable drainage systems (SuDS) a legal requirement for new developments (January, 2023)
- The Government's Environment Improvement Plan (January, 2023)
- National Flood and Coastal Erosion Risk Management (FCERM) Strategy for England (June 2022)

The 'trailblazer' devolution deal for Greater

The Government's Plan for Water (April 2023) states:

"A clear and robust framework underpins our whole management of the water system. The current water and floods policy and legal framework has been developed incrementally over time, resulting in over 15 national plans and strategic documents. Whilst each plan has its own purpose, we want to make the whole framework more outcome-focussed and fully integrated with other environmental plans and government delivery plans. This will ensure efficient delivery of our water policies on the ground across catchments and an increase in the use of nature-based solutions." To do this the Government "will better integrate water and flood planning by reforming River Basin Management Plans and flood risk management planning – ensuring integration with water company plans."

Manchester commits the City Region to act as a test bed to explore best practice approaches in integrated water management and to test the ambitions outlined in the UK Government Resilience Framework. This provides greater independence in investment planning and delivery, provides further momentum by creating the right conditions to support and enable the transformation needed in how we work, plan and deliver together whilst addressing the water management, climate resilience and growth challenges across the City Region.

We will extract value from existing portfolios of water investment, such as FCERM and WINEP. The main

portfolios of investment brought into the IWM plan are the Environment Agency's (EA) FCERM programme, which amounts to a spend of ~£145m over a 6-year period, and United Utilities (UU) AMP8 WINEP investment of ~£400m to address Storm Overflows (SOs) across Greater Manchester by 2030. The IWM will look to leverage further funding, both within the EA and UU, along with wider external sources including transport initiatives and private sector investments.

Now is the time to develop and implement an Integrated Water Management plan that takes advantage of these optimum conditions. We will develop new, sustainable and effective ways of working that will solve our water and environmental challenges, leveraging more value from investments in water quality, flood risk, transportation and regeneration and support growth across the City Region.

2.4 Our Story

Page 76
In September 2021, a Memorandum of Understanding (MoU) was signed by the Greater Manchester Combined Authority, Environment Agency, and United Utilities, creating the first Partnership looking to manage water differently across the city region. By working collaboratively, the partnership will deliver progressive improvements in sustainable water management, enhancement of the natural environment and ensure all future developments and critical infrastructure are resilient to flooding and the impact of climate change.

At the Mayoral Roundtable on the 30 September 2022, it was agreed that GMCA, UU and EA should produce an Integrated Water Management Plan (IWMP) to draw together a collective vision, objectives, and actions, and identify accountability and capacity for delivery.



2.5 The Plan

Our experience of working across partnerships in elements of water management tells us, it is easier to plan out how we will work from the start rather than try and create whilst delivering. We have developed our vision, ambitions and objectives by analysis, drawing on key words and themes from the review of local and national plans, strategies and policies.

2.5.1 Our Vision

IWM represents a unique opportunity to collaborate in the development of a new way of working together that will enable us to meet challenges head on, our vision is that:

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Our vision is

“Working together, we will manage Greater Manchester’s water wherever it falls, to enhance the environment, support people and forge prosperous places”.

We will achieve this through;

Breaking down the barriers

- Collaboration to break barriers to managing water in an integrated way to enable the delivery of sustainable growth in Greater Manchester
- Identifying innovative solutions and combining efforts with public and private investors to deliver more

Creating multiple benefits

- Ensuring that all interventions consider water neutrality, flood resilience, water quality improvement and build in climate adaptation
- Aiming to maximise multifunctional blue-green infrastructure, restore natural function and water landscapes, protecting and valuing biodiversity and the water environment
- Minimising carbon though working together to minimise disruption and grey infrastructure

Businesses and the community become an important part in creating the value

- Involving businesses and community stakeholders to deliver resilient, diverse, and inclusive public spaces
- Creating opportunity and access for jobs and skills needed for integrated water management

2.5.2 Ambitions

2050

By 2050 we will be

- Forging prosperous places: Places across Greater Manchester will be sustainable and climate resilient which will support economic growth
- Working together: working as a partnership we will ensure that planning and decisions are integrated across Greater Manchester to ensure that investment delivered multifunctional benefits
- Managing Water: In the face of a changing climate the partnership will ensure that action is taken to continually improve people and places resilience to the impacts of flooding, drought and pollution
- Enhancing the environment: Water management interventions will preference nature-based solutions; creating green, vibrant places across the city region
- Supporting people: Increased access to nature will bring health and wellbeing benefits alongside an increase in skills and jobs to support Greater Manchester green economy

2.5.3 Objectives

2030

To enable our vision, we have our objectives:
By 2030 we will:

- Improve the water environment by meeting storm overflow reduction targets for 35% high priority sites in Greater Manchester
- Have worked together to invest more than £1bn to reducing flood risk and improve water quality
- Have leveraged an additional £200m benefit from more than £1.2bn investment in Transport, Regeneration and other infrastructure investment programmes

The Seven Workstreams

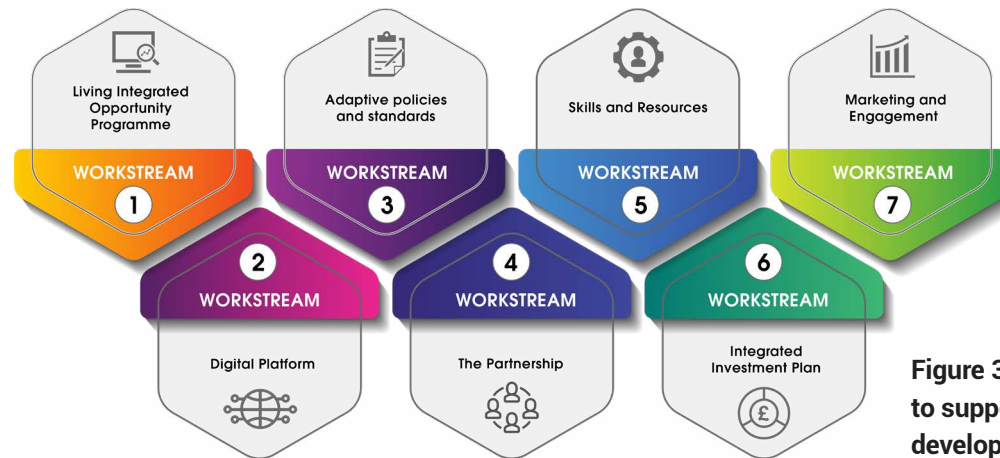


Figure 3 - Workstreams to support the development of IWM

- Have a network of organisations that are part of a thriving Academy supplying the training and resource needs of the sector

Consistently be developing integrated investment plans with water and environmental outcomes at their heart

- Ensure new developments incorporate sustainable drainage systems which seek to maximise nature-based solutions and delivers a 10% BNG, inc multifunctional benefits
- Be engaging with local communities to raise awareness and build on local ownership of environmental issues, leading to sustained behavioural change

By 2040 we will:

2040

- Have reduced nitrogen, phosphorus, and sediment pollution from agricultural run off to the water environment by 40% from the 2018 baseline
- Ensure all new developments are 'water positive' or defined as 'net zero water' developments.

- Have reduced phosphorus loadings from treated wastewater by 80% by 2038 against a 2020 baseline, with an interim target of 50% by 31st January 2028
- Require water companies to have eliminated all adverse ecological impact from sewage discharges at all sensitive sites by 2035, and at all other overflows by 2050.
- We will have implemented 60% of schemes needed to improve water quality in line with Storm Overflows Discharge Reduction Plan (SODRP)

By 2050 we will:

2050

- We will achieve 90% of the predicted objectives for our waterbodies as identified in the NW RBMP'
- Have created the environment where all our people will be living within one mile of a blue and green space
- Have water supplies that are secure for people, nature and businesses by reducing household water use to 110 litres per person per day and non-

household use by 15%. A reduction in leakage by 50% will further support water security

- Have a net reduction in homes or businesses that are at risk from flooding from any source when considering the effect of climate change
- Have targeted a level of resilience to drought so that emergency measures are needed only once in 500-years.

In delivering these objectives we will contribute to the targets within the Local Nature Recovery Strategy.

2.5.4 Workstreams which form the Plan

Building on the vision and objectives, and through partnership working and shared experiences, we have developed a series of workstreams to support the development of the IWM, see Figure 3. Each workstream has further detail and plans summarised in section 3.

2.5.5 Connectivity between Workstreams

To be successful, the workstreams within our plan cannot work in isolation from each other and it is important to recognise the connection and strength of relationship between them, as shown below.

The maturity of the Living Integrated Opportunity Programme workstream underpins the success of the other workstreams. The workstreams will need to be adaptive and flexible to cope with uncertainties, particularly related to opportunities that arise and the potential for growth as new organisations focusing on IWM join the Partnership. An annual review of each workstream will be undertaken with the actions in Section 3 updated to form an annual business plan to continue the roadmap of maturity for IWM. Our plan will be operationalised to create the environment to achieve successful integrated water management.

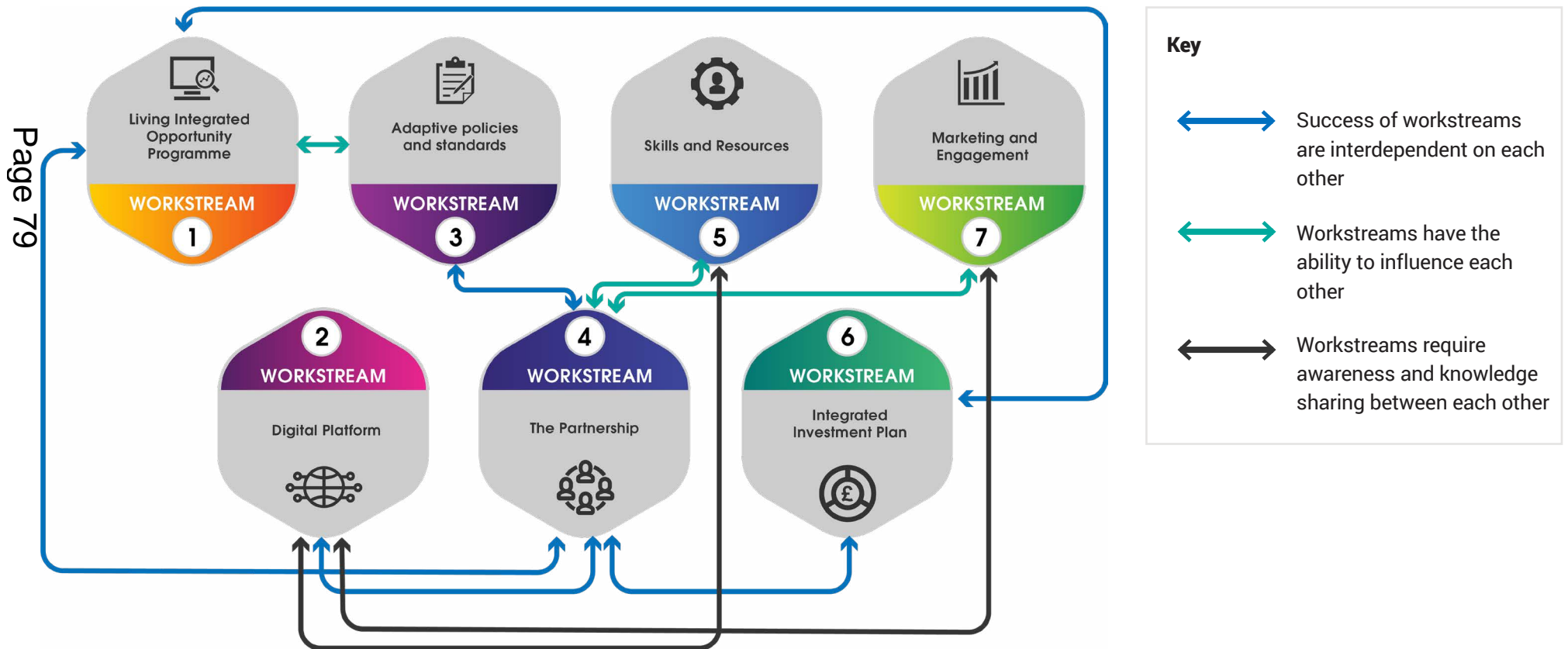


Figure 4 - Connective and strength of relationship between workstreams



Living Integrated Opportunity Programme

WORKSTREAM

1



Adaptive policies and standards

WORKSTREAM

3



Skills and Resources

WORKSTREAM

5



Marketing and Engagement

WORKSTREAM

7

2

WORKSTREAM

Digital Platform



4

WORKSTREAM

The Partnership



6

WORKSTREAM

Integrated Investment Plan



Delivering the IWMP through Workstreams

Note - Rollover numbers to link to the each Workstream



3.1 WORKSTREAM 1 - The Living Integrated Opportunity Programme

3.1.1 What do we mean?

We want to deliver more outcomes and create greater value for our communities and the environment by bringing together opportunities from partners and stakeholders. A programme approach is being developed to integrate into existing activity, predominantly growth location development. The opportunities that may address a risk (e.g. flooding/pollution) or meet a need (e.g. growth location) have traditionally been considered, designed, funded and delivered in isolation. Our IWMP will change that, by creating the Living Integrated Opportunity Programme. Its purpose is to:

- Join opportunities up that align spatially
- Drive investments and solutions that reduce capital/ carbon expenditure compared to traditional solutions
- Leverage funding from other sources where there is an alignment in objectives
- Challenge the potential to be delivered at the same time or at better times that enable the integration and implementation of schemes, on the ground

We recognise that there are funding timescale constraints that may not align in the medium

term, but we will follow the growth locations approach to agreeing broad boundaries and draft delivery plans to confirm projects and timescales.

This programme of opportunities will provide the basis to create schemes that may be delivered together, may bring funding together but will be co-created and ideally co-designed to realise the wider benefits. Examples of the opportunities that might be considered for integration include:

- Flood risk management
- Improving river health, such as reducing storm overflows
- River restoration
- Strategic growth locations and associated Local Investment Frameworks
- Highways, cycleways, footpath refurbishment
- Urban regeneration and public realm improvement works

What we have done already:

- Undertaken high level assessment of opportunities to integrate by collecting programmes of opportunities from the Environment Agency, GMCA, and United Utilities.
- Identified there are over 100 water investment locations where 3 or more opportunities have the potential to be integrated. However, across a combined view of water and/or non-water investment locations, there are potentially 300 locations to investigate where there is a predicted 1 in 30 year flood risk.
- Drafted the outline process to assess opportunities and shape how we work together.
- Drafted criteria to evaluate opportunities.
- Identified key components and enablers to drive consistency and support the brokering and delivery of opportunities, including resource needs.

To create the programme we need to have visibility of the opportunities, evaluate them against agreed criteria and where appropriate, join them up to create integrated opportunities. We recognise that the programme will flex overtime, especially as new opportunities may arise that were not known from existing partners and stakeholders. Hence, we need a guiding approach that provides a structured and consistent way of working that supports key roles in the partnership, such as the Opportunity Integrator along with other staff in the partners organisations and stakeholders who will be working together, co-creating schemes to implement.

Such a guiding approach will help to:

- Examine the data collected from partners, utilising outputs to commence and support conversations about aligning opportunities
- Provide a way to evaluate the opportunities against our objectives to demonstrate the potential value of integrating them
- Broker the joining up of opportunities, negotiating the timing of delivery and funding contributions

Underpinning the guiding approach is the data and the platform in which it is held in. Analysis of the data, and its presentation in the platform, will enable brokers, partners and wider stakeholders to see opportunities when they have been evaluated and if they have been integrated to form part of the Living Integrated Opportunities Programme.

So what will we see delivered? We may see one large scheme that is co-created, co-designed, co-funded and co-delivered. Or, it might be we have co-ordinated

in design phases, so schemes align with each other whilst delivered by individual organisations.

How will value be delivered? The key route to delivering enhanced outcomes for the water environment will be through the following:

- Extracting extra value from existing portfolios of water investment, such as FCERM and WINEP
- Creating new value from investment in other sectors, e.g. transport and regeneration
- Supporting the local authorities (including the Lead Local Flood Authorities) with delivery of existing and future projects and/or helping to align project business cases with environmental outcomes and/or leveraging of additional funding.
- Implementing existing and new policy commitments e.g. SuDS, changes to national flood policy, growth locations or reviews of Drainage and Wastewater Management Plans.
- Taking a catchment approach – reducing the risk in one Local Authority by delivering interventions and projects in another.

3.1.2 Benefits it will bring and to who

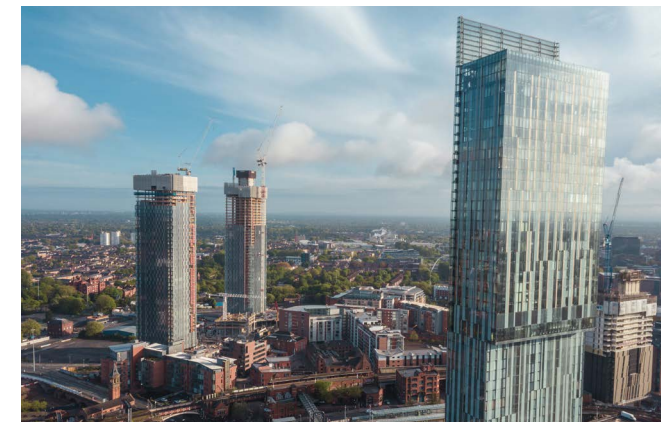
The people and the environment of Greater Manchester will benefit from less disruption, greater value for every £ spent in the region and bigger and wider multiple benefits, as a result of identifying and delivering integrated opportunities.

By having a programme of opportunities, we can start to measure the success and the impact co-working, co-creation, co-funding and co-delivery is having on reducing the cost and carbon to deliver, creating

natural capital and wider social value benefits i.e. the reduced disruption, increased engagement and more.

The programme will support our approach to planning collaboratively across Greater Manchester, with visibility to partners and their respective departments, councillors, communities and interest groups. Having visibility of opportunities, how they may progress to become integrated and how the programme will support better resource planning. Visibility of opportunities and the success of joining them together will also provide evidence and material to encourage more opportunities to be shared and planned together in the future, linking with the marketing and engagement workstream.

Integrating opportunities has the potential to deliver greater benefits than previously planned. The ambition is to deliver improvements beyond what the schemes in isolation would bring. For example, combining regeneration with enhanced blue-green infrastructure that may benefit overflow reduction, but designed in a way to also support an increase in flood resilience.



3.1.3 Actions required

Action	Progress	Next Step	Complete by
Sharing of opportunity data across partners and stakeholders	Several water data sets have been shared	Further data identified to be collected. Protocol to gain regular updates to be developed along with the collation of data opportunities from wider stakeholders (ad-hoc)	Oct 23
Analysis of data to identify potential opportunities across partners	Evaluation undertaken of current data sets to identify the early potential for opportunity integration	Further and more detailed analysis required, including with wider data sets to provide the starting point to evaluate the potential to integrate opportunities Regular updates of analysis undertaken manually until tool ready to automatically analyse	Jul 23 (ongoing to Oct 23).
Develop roles, resourcing requirements and appoint resources in data analysis, opportunity evaluation and brokering	Role outlines developed and likely resource requirements scoped	Review, update and agree across partnership. Pre-mortem roles and how they interact with partners and projects, amending as appropriate, prior to advertising and appointing. Agree where roles sit, how they are funded and assign level of authority	Aug 23
		Appoint to role	Dec 23
Establish a process to support and facilitate the delivery of the Living Integrated Opportunity Programme	Draft high level process created outlining way of working and components, including what, why, how and performance metrics required for reporting to the partnership and board	Test, evolve and embed the process and its application on opportunities identified across partners to integrate opportunities and commence forming the programme which will grow overtime. Connected with new roles identified above. Embed process (and take on learning from live application)	Aug 23 Mar 24 (ongoing)
Build the Living Integrated Opportunity Programme and track its progress and maturity of integrated opportunities.	Early quick wins have been identified that would form part of the Living Integrated Opportunity Programme	Commence the building of the Living Integrated Opportunity Programme. Create a live programme of opportunities and track progress of integration and value created. Identify missed opportunities, to learn from	Aug 23



3.2 WORKSTREAM 2 - Digital Platform

3.2.1 What do we mean?

The digital platform will be an online environment that facilitates the interactions and transactions between the partner organisations. It will facilitate collaborative activities in an integrated manner through the accessibility of shared digital tools and data.

For integrated water management to be successful, substantial amounts of data will need to be shared and analysed; enabling decisions to be made and monitoring to be undertaken. The data we bring together and analyse within the digital platform will enable opportunities from partners, and in the future other stakeholders, to be understood and visible. As the requirements for the platform develop, it may have various levels of visibility related to the organisations using the platform.

It is expected the digital platform will consist of shared tools, either already developed by the partners or evolved together, and data repositories that are managed by the partners individually or collectively. There may be a need to develop and/or purchase new tools or collect new data but the ethos will focus upon leveraging what is already available and managed by the partners and their collaborative supply chains.

Being clear on what data, both minimum and ideal, is needed to support current and future decision making

and recognising that this will evolve over time needs to be considered from the outset. The initial focus will be to establish what are the minimum datasets (and their quality) that are needed to enable collaboration activities to commence in a more integrated manner. In parallel to this, translating the analytical requirements will be undertaken, using the work already completed as part of the Living Integrated Opportunity Programme

We are defining the platform user requirements that will support the partners to develop the capability and capacity to develop, manage datasets and support existing and new tools. The development of the platform will focus on the following areas:

- Data sharing and governance
- Collaboration tools
- Communication tools/websites
- Data Visualisation
- Analysis and Screen Tools
- Monitoring and Evaluation

What we have done already:

- Digital Survey completed with responses from all partners
- Understanding of available digital tools and high-level needs from the partners
- Initial prioritisation of activities to develop the digital platform formulated
- Early understanding of the short term needs to support the creation of the Living Integrated Opportunities Programme



3.2.2 Benefits it will bring and to who

The first key benefit that the platform brings is providing a sole source of information to support decision making and progress tracking. As there are 1000s of potential opportunities, the platform will implement the processes developed as part of the Living Integrated Opportunities Programme. This will support the partners initially and the Opportunity Integrators to focus and prioritise which opportunities to target that could become integrated.

Through data visualisation and analysis to rapidly identify synergies at various stages of project development, the platform will enable partners to collaborate, add value and ensure multiple partner objectives can be delivered. The benefits will be:

- Identify common areas of challenge and opportunity across the catchment to focus on developing integrated opportunities
- Identify upstream projects that can be delivered to benefit the wider downstream catchment area
- Support and automate, where possible, monitoring activities to demonstrate impact and provide useful insight to future integration
- Allow rapid analysis of issues and appraise options to determine their impact and help define solutions within integrated opportunities

- Reduce effort by sharing and managing data and tools across the partnership and mitigate duplication of data management, digital tool development and cost
- Support collaboration and transparency between partners using shared tools and data
- Provide a common and consistent base to communicate with the residents of Greater Manchester

Residents of Greater Manchester will benefit from having:

- Clear communication of activities, progress and journey the IWM is undertaking to create water resilience.
- Support communication and engagement between the partners and residents
- We will define the high level functionality i.e. workstreams, user journeys, etc. and non- functional needs i.e. security, data management, storage, integrations etc. associated with 2023 priorities: collaboration, communication portal/website, and visualisations.

3.2.3 Actions required

Action	Progress	Next Step	Complete by
Create and sign up to data sharing agreement	Not started	Explore existing agreements developed by each partner and their capacity to be refined to support a collaborative and efficient data sharing approach. This includes who and what data will be shared as the IWMP becomes more visible and opportunities to collaborate are published and stakeholders share their opportunities	Sep 23
Define existing digital tools and how they may be used	Started to review tools and how they may be used	Deeper exploration of the capacity of these tools to be shared and their roadmap for future development	July 23
Define the data mapping & needs to enable the Living Integrated Opportunity Programme	Started through engagement to define requirements of the platform	Building on initial understanding, confirm the data assets held and managed by each partner. Outline the immediate data needs that could support near future collaboration. Outline the staged future needs.	Aug 23
Develop the delivery plan: Digital Tools Journey and scoping – All Needs	Not started	Understand and capture the high-level digital needs for all phases and use cases. Develop a clear plan for delivery that enables short term requirements and longer-term ambitions.	Oct 23
Digital Capacity & Capability	Not started	Understand the partners digital capabilities, capacities and future investment/ commitments to support the ongoing digital platform	Aug 23
Develop the initial platform including data structure to enable the Living Integrated Opportunities Programme to be managed and be visible to partners.	A platform to enable visibility and analysis scoped at a high level. High level scoping of attributes completed, and requirements of the platform	Develop the platform. Confirm the user interface requirements and reporting requirements. More detailed structure to be developed and evaluated including the value it brings and the implications for partners and stakeholders	Feb 24
Continue development of the platform	Not started	In line with the delivery plan, continue to create the digital platform to meet the defined and evolving needs	Ongoing



3.3 WORKSTREAM 3 - Adapting Policies and Standards

3.3.1 What do we mean?

In the near term, local and regional policies will be reviewed, challenged and recommendations to enhance outcomes for integrated water management identified. Where policies and standards are due for review, the partnership will take an active role in commenting on and providing recommendations for change. The partnership will review the timelines associated with all policies and standards to plan the appropriate time to influence any changes.

To enable the future petitioning of policies and standards, it is important we capture the evidence and learning from the near term changes made locally relating to integrated water management. The partnership will agree how and when to petition the appropriate governing bodies.

There are over 60 policies and standards that directly affect how, why, and where projects are delivered within the Greater Manchester area. Some of these are national, whilst others are regional or localised. Almost all provide opportunities to enhance the environment around us and support integrated water management.

To compliment the approach to adapting policies and standards, a governance process with associated roles will be defined to ensure adherence to all policies, strategies and regulatory commitments of the partnerships.

What we have done already:

- Reviewed over 60 policies, standards and strategies (across the GMCA, TfGM, EA, UU and others) directly influencing life within the IWM boundary
- Mapping & analysis to aid the identification of potential gaps in local policies, standards and strategy which could benefit IWM
- Identification of examples whereby the policy change would provide place benefits for all whilst supporting the IWM i.e. the Bee Network
- Collation of governance models from others for reference to inform future discussions around what governance could/should look like
- Analysis of metrics within existing policies and strategies with regards to relevance for IWM

3.3.2 Benefits it will bring and to who

The adaptation of existing policies and standards will benefit all custodians of water management within Greater Manchester by unlocking access to more resources, more funding and achieving multiple outputs enables us to do more for less. The partners in particular benefit if the adapted policies enable and support their roles in delivering integrated water management.

Water quality, quantity and scarcity will be managed collaboratively by working together to influence both local and national policies and strategies whilst delivering for the environment. We will bring together further stakeholders to enhance the learning and help further leverage changes to national policy and standards.

3.3.3 Actions required

Action	Progress	Next Step	Complete by
Identify shortlist of local/regional policies and strategies into which IWM can be integrated (gap analysis)	Policies and Standards identified to date have been mapped to identify potential opportunities for enhancement	Identify policy and standards to which modifications will bring the greatest benefit to the management of water in the region	Sep 23
Identify key stakeholders behind policies to be included in the engagement plan	Policies and Standards identified to date have identified owners	Engage with the Policy and/or standard custodians, as part of wider engagement plan	Oct 23
Recommend good practices and changes on the policies and standards identified for enhancement	Not started	Identify good practice where policy could be adapted and updated, with recommendations for change. Review across partners and stakeholders and evolve recommendations	Dec 23
Use the identified policies and standards to influence our own objectives and metrics	Metrics from within policies have been identified through the analysis undertaking in PowerBi	Identify the connections between existing metrics and the objectives of IWM to be able to measure the success of the IWMP.	Jan 24
		Develop new metrics where existing metrics are not appropriate	Feb 24
Identify shortlist of national policies and strategies into which IWM can be integrated and lobby for change	Not started – further evidence of the benefits that can be brought through IWM are needed to influence government level	Measure the benefits leveraged through IWM in Manchester to provide the evidence needed to lobby government	Dec 24



3.4 WORKSTREAM 4 - The Partnership

3.4.1 What do we mean?

We want to establish a formal Partnership to leverage the opportunity that is here to collaborate in the development of new ways of working together that will enable us to meet the challenges of integrated water management. We want the Partnership to be a trailblazer for IWM and to be the first region in the UK to successfully apply it at this scale, especially across all water systems.

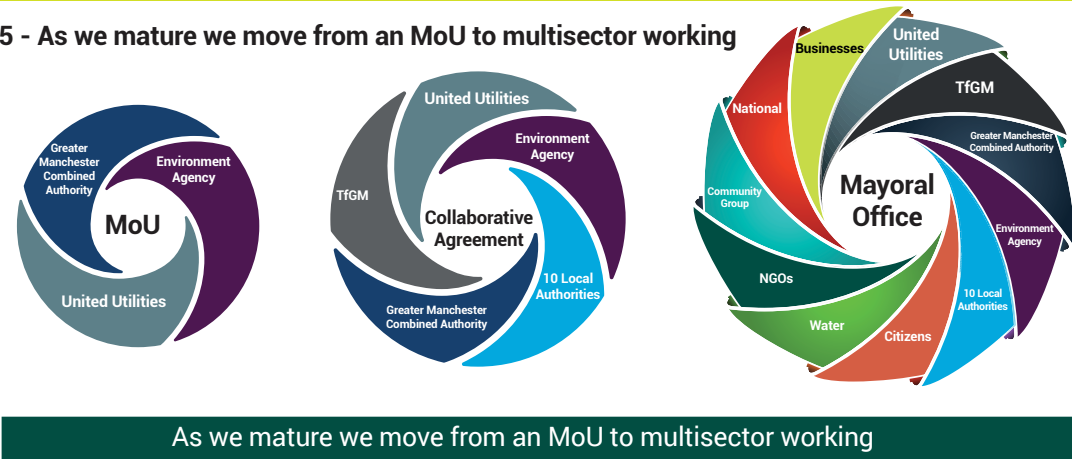
The partnership will be established in accordance with the principles for good governance using key attributes for water management from the Organisation for Economic Co-operation and Development (OECD).

The foundation for the current Partnership has been established through the MoU between the GMCA, UU and the EA and how we move forward through the development of a Collaborative Agreement over the next few months will provide the cornerstone for us to go further, supported by the Governance Framework we establish.

We are ambitious and recognise that water touches many organisations to a greater or lesser extent and through the work undertaken to date there is a strong aspiration to grow participation over time, to become a multi-sector partnership to support the ambitions for cross-sector delivery.

To do this we want to create the right conditions for success and over the next few months we want to draw in key partners and stakeholders by collaborating, engaging,

Figure 5 - As we mature we move from an MoU to multisector working



seeking feedback and providing challenge on the plan and the Workstreams it contains. We will outline the road map, and what these actions look like to enable us to test how we progress through natural development and plan for tactical and strategic changes over time, whilst implementing and delivering the early parts of the IWM.

To create momentum, the Partnership will demonstrate new ways of working by bringing together projects and problems that overlap spatially to create an early programme of short-term opportunities from which added value can be provided through collaboration and co-delivery.

To be agile the Partnership will need to understand and develop the role of governance within each organisation, how each operates and any constraints. We will also look to use the existing network of committees, groups and meetings to provide a connection to IWM.

What we have done already:

- Created the ambitions, vision and objectives
- Undertaken a maturity assessment across the Partnership and developed a roadmap identify the steps required to progress the Partnership
- Shared data to identify quick win schemes
- Captured the value and benefits the IWMP will create
- Co-developed the collaborative agreement
- Co-located each week to expediate decision making

3.4.2 Benefits it will bring and to who

The Partnership will bring benefits by laying the foundations required for good integrated water management, for example: the culture and values it embeds, the governance framework it creates, the collective vision and objectives shared, the delivery programme it establishes, and the supportive tools, knowledge and capacity needed.

As the partnership matures, the processes will develop to enable and embed integrated planning, informing statutory and local plans as required, to create a truly integrated water management plan that sits across the partnership and captures and steers future funding.

A wider benefit of the plan and achieving IWM is alignment to many of the United Nations Sustainable Development Goals, particularly: clean water and sanitation, decent work and economic growth, sustainable cities and communities and life on land.

One of the main challenges for the partnership is the resource capacity across the sector, although the Partnership cannot solve this in isolation it can contribute, drive efficiencies and bring benefits to those involved this is covered in Workstream 5.

Long term the benefits that will be realised by the Partnerships and the cross organisations involved are:

- A resilient organisational system with embedded understanding, knowledge sharing and cross-organisational and sector engagement
- Established partnership, relationships and efficient processes and tools to deliver the ambitions outlined in the plan
- Enhance the opportunities delivered by accessing funding from multiple sources to maximise the value created
- Development of skills, capacity, and jobs within the region to deliver opportunities



3.4.3 Actions required

Action	Progress	Next Step	Complete by
Sharing of resource across the organisations	Started – weekly colocation between GMCA, UU and the Environment Agency	Define requirement, undertake gap analysis and develop additional roles and responsibilities aligned to workstreams. Identify wider skills required to support IWMP delivery.	Jul 23
		Undertake knowledge sharing between EA, UU and GMCA to providing an understanding of how each operates and allocates projects and funding	Sep 23
Behaviours and culture - create an independent and inclusive culture which enables stakeholders across the Greater Manchester to work together	Started through engagement with the OD & Culture Team to develop a proposal to support the partnership in achieving their goals– workshop planned	Resource support to develop a set of values within the Partnership that everyone agrees to lead on and commit to demonstrating the right behaviours aligned with the values.	Sep 23
		Define and agree to how members will work together, clarify and seek agreement to responsibilities.	
		Develop a process to manage conflict or disagreements about roles and responsibilities	
Develop a collaborative agreement for the Implementation Phase	Collaborative agreement has been drafted for the initial work	To be drafted based on the “development” phase collaborative agreement and to reflect the on-going commitment to work together	Oct 23
Governance Framework to create the structure required to bring together the collective vision, objectives and delivery programme	Review of existing groups and networks has started, developed draft Terms of Reference for the delivery network	Cross-organisational decision-making principles and mindset of the partnership to consider integrated opportunities individually within a wider strategic context, with outputs documented within the annual business plan.	Aug 23
Grow the partnership beyond GMCA, UU and the Environment Agency	Agreed the ambition to extend beyond the 3 organisations a set an ambition to be a multi sector partnership by 2030	Engage with TfGM and others to draw them into the IWMP, grow participation in data sharing and integrating opportunities	Apr 24
Shared funding pool	Initial phase of work has been co-funded equally	Process established through the Collaborative Agreement to detail requirements and processes for a shared funding approach	Oct 23



3.5 WORKSTREAM 5 - Skills and Resources

3.5.1 What do we mean?

To be successful, the IWM will need people with the right blend of skills and the capacity, to meet the demands of a new way of working.

Across the partners and stakeholders, the resource pool varies in capacity and skills, and whilst the supply chain will look to grow to support where possible, they too draw from the same limited resource pool.

Skills, capacity and resource are needed across a range of areas, including:

- Planning, design and construction across the full range of interconnected needs e.g. flood risk, water quality, biodiversity, water resources,
- Collaboration, engagement, brokering and facilitation with partners and stakeholders
- Spatial and data analysis development, planning, transportation etc.
- Funding, finance, and business case preparation
- The Partners in isolation cannot address the resource gap and skills challenge across the sector, but it can contribute by:
- Creating apprenticeship roles, with the opportunity to move between partners and learn about each other in the process in a way that operating at distance cannot teach (See Workstream 5)
- Internal training and mentoring, with sharing of

key learning and material across partners and stakeholders to enable them to be more aligned with the requirements of the future and ensure appropriate technical courses

- Recruitment of the Opportunity Integrator role to support the partners to enable the scale of collaborative work required.
- Engagement with supply chain to make clear the future and provide an opportunity for alignment of their own skill and capacity development.
- Sharing of resources through the partnership and providing capacity to other organisations

What we have done already:

- Very high-level discovery conversations have taken place about the scale of what an 'Academy' could comprise of
- There is an existing MOU between GMCA and the Universities of Salford and Manchester that could be leveraged to shape the training on offer through Universities
- We have identified a previous study focussed on LLFA functions that identified what courses and training are offered, which can be built upon

3.5.2 Benefits it will bring and to who

We can leverage further benefits by building upon the existing partnerships between GMCA, skill providers and industry to work with universities and colleges in Greater Manchester to enhance the training on offer.

By investing time to understand the educational and training landscape that supports the local, regional and national water management, engineering and environmental sectors it will help to identify the wider talent pool that all partners, stakeholders and supply chain draw from. This understanding will enable a strategy to be developed to provide a variety of attractive and competitive career pathways for water management practitioners within Greater Manchester.

Growth of a highly skilled, agile, and well networked resource pool will enable more to be delivered and will further underpin the growth of an effective and collaborative partnership

3.5.3 Actions required

Action	Progress	Next Step	Complete by
High-level Skills and Training Discovery Phase	Ongoing	Scope more comprehensive discovery within the Trilateral Partners	Jun 23
		Analyse outcomes, undertake gap analysis and prepare proposal and business case for sharing resources	Oct 23
		Internal training and mentoring, by sharing of key learning and material across partners and stakeholders to enable them to be allies and be more aligned	Feb 24
		Engagement with supply chain to make clear the future and provide an opportunity for alignment of their own skill/capacity development	Apr 24
Engage with Academia	Not Started	Undertake gap analysis and prepare statement of needs for further engagement	Nov 23
Engage with Higher Education and Schools	Not Started	Undertake gap analysis and prepare statement of needs for further engagement	Nov 23
Plan for general knowledge sharing across partners, stakeholders and supply chain	Not Started	Identify and implement sustainable delivery mechanism amongst those involved	Dec 23



3.6 WORKSTREAM 6 - Integrated Investment Plan

3.6.1 What do we mean?

The Integrated Water Management Plan will initially draw together programmes of investment that have already been developed by partners, with the aim of leveraging wider benefits through partnership working and collaboration.

By bringing together a wide set of data and assessing it against our objectives, IWM will create a programme of new opportunities. Drawing on alternative investment and funding routes from other sectors, such as transport and regeneration, or from alternative private sector sources we can leverage further water, environmental and social benefits where it would previously have been limited.

The alignment of investments in a integrated investment plan, by location, timing, balance of outcomes, shared stakeholders or shared costs and resources can create the opportunity to deliver more for less.

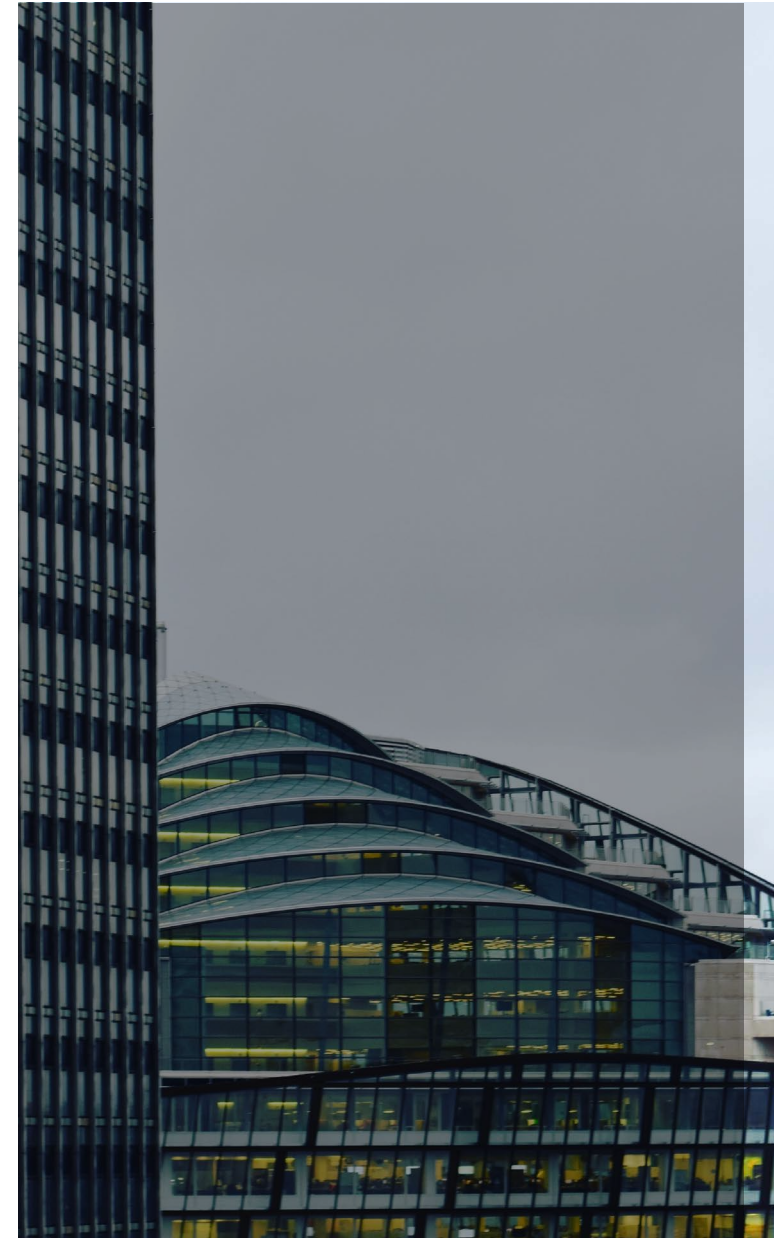
3.6.2 Benefits it will bring and to who

The development of an Integrated Investment Plan will benefit all partners and stakeholders by better understanding the funding landscape and will provide them with the knowledge and skills to target alternative sources of funding that benefit multiple projects and programmes.

What we have done already:

- Collated information on investment across Greater Manchester from published sources, both in terms of how much it has been committed and the value of that investment
- Mapped the allocation of funding across various sectors, identifying that there is substantial investment in transportation, regeneration and other areas that could be leveraged for water and environmental benefits
- Collated up-to-date information on investment in flood risk management, sewer overflows and drainage and water management

An Integrated Investment Plan that considers the full range of funding opportunities and their associated limitations and opportunities around location, timing, outcome, and process will enable a targeted and strategic approach. This will leverage funding routes and mechanisms which will help optimise outcomes for water, environment, and place through alignment of interventions



3.6.3 Actions required

Action	Progress	Next Step	Complete by
Develop a list of funding options	Started (via the Regional Flood and Coastal Committee (RFCC))	Build on the existing RFCC work and best practice elsewhere to develop a comprehensive funding menu for IWM including opportunities for green finance.	Sep 24
Map Business Planning Cycles	Started in Phase 1 of the IWMP	Add funding cycles captured in the funding options list	Jul 23
Collate exemplar funding applications as part of a materials reference library	Not Started	Engage with Partners and Stakeholders to identify suitable exemplar material and the range of material that would for part of the library	Sep 23



3.7 WORKSTREAM 7 - Marketing and Engagement

3.7.1 What do we mean?

The Integrated Water Management Plan provides the roadmap to a new way of delivering water management across Greater Manchester. Enabled by a range of key workstreams such as the partnership itself, a digital platform to facilitate its effective operation, an Academy to grow skills and resources, an integrated investment plan to optimise funding, policy change to support its ambitions and a programme of integrated opportunities to deliver those ambitions.

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To ensure that these new ways of working and the partnership is sustainable in the long term we must ensure that communication and engagement is appropriately targeted and effectively delivered so that each partner and stakeholder can recognise the need for and importance of their contributions towards achieving our ambition. An external facing component will help to publicise our approach throughout the region, acting as an investment portfolio to attract private sector investment and leverage additional funding to deliver more water and environmental outcomes within Greater Manchester.

Supporting engagement with local MPs on key issues, this workstream provides a means to influence and lobby national policy where appropriate.

What we have done already:

- Engaged with the River Severn Partnership (RSP) and obtained their Investment Brochure for reference
- Engaged with the Upper Mersey Placed Based Planning project (including the Local Authorities) through sharing at a Lessons Learned Workshop
- Engaged with the Irwell and Upper Mersey Catchment Partnerships
- Engaged with the following Greater Manchester boards/committees: Natural Capital Group, Greater Strategic Infrastructure Board, Planning and Housing Commission, Green City Region Partnership and Local Resilience Forum and Scrutiny Committee.
- Mapped engagement activities through various governance boards across Manchester with a water and environment focus

3.7.2 Benefits it will bring and to who

The benefit of this workstream is that it provides the partners with a single voice to communicate the opportunities of IWM to both internal and external audiences. Its collective parts will ensure that all

custodians of water management have visibility of the IWM and its ambitions. With all stakeholders being able to act as integrators and Opportunity Integrators themselves across a wider range of sectors.

It will act to maintain connectivity, build momentum and underpin the sustainable growth of the partnership itself to help realise the outcomes and benefits targeted by the IWM.

Externally, the workstream will promote the innovative and industry leading IWM approach, helping efforts to recruit and grow skills in the sector, whilst the Investment portfolio will promote Manchester itself as a place to invest in integrated water and environmental solutions.

3.7.3 Actions required








Action	Progress	Next Step	Complete by
Internal Engagement and Communication Plan	Started	Develop a strategy for internal engagement and communication that ensures multi-level awareness and advocacy of the IWMP and its ambitions, including provision of tools and information that can be shared by all involved and not directly involved in the IWMP	Jul 23
Communication Website	Started	Web space started using the GMCA site. To be updated as more information from the plan is made available	Oct 23
External Engagement and Communication Plan	Not Started	Develop plan for thought leadership and knowledge exchange across the sector	Dec 23
Investment portfolio brochure	Started (Phase 1)	Discovery exercise on what a Greater Manchester specific Investment portfolio should include, ensuring that it is targeted around the growth opportunities and water management challenges that exist	Jan 24



Actions Aligned to Workstreams








4. Actions aligned to Workstreams

Matrix to show alignment between the short-term actions and the Workstreams demonstrating how elements of the plan mutually benefit each other.

		 WORKSTREAM 1	 WORKSTREAM 2	 WORKSTREAM 3	 WORKSTREAM 4	 WORKSTREAM 5	 WORKSTREAM 6	 WORKSTREAM 7
Action	Priority Year	Living Integrated Opportunity Programme (LIOP)	Digital Platform	Adapted Policies and Standards	The Partnership	Skills and Resources	Integrated Investment Plan	W7 Marketing and Engagement
Sharing of opportunity data across partners and stakeholders	2023	✓	✓		✓			
Analysis of data to identify potential opportunities across partners	2023	✓	✓				✓	
Develop roles, resourcing requirements and appoint resources in data analysis, opportunity evaluation and brokering	2023	✓	✓		✓			
Create & establish a framework to support and facilitate the delivery of the Living Integrated Opportunities Programme	2023	✓			✓			
Develop the platform including data structure to enable the Living Integrated Opportunities Programme to be managed and be visible to partners	2023	✓	✓					
Build the Living Integrated Opportunities Programme and track its progress and maturity of integrated opportunities.	2023	✓	✓				✓	
Data Sharing Agreement	2023		✓		✓			
Digital Tools (Existing)	2023	✓	✓		✓			
Data Mapping & Needs	2023	✓	✓					
Digital Tools – All Needs	2023	✓	✓		✓			
Digital Capacity & Capability	2023		✓		✓			

		WORKSTREAM 1 	WORKSTREAM 2 	WORKSTREAM 3 	WORKSTREAM 4 	WORKSTREAM 5 	WORKSTREAM 6 	WORKSTREAM 7
Action	Priority Year	Living Integrated Opportunity Programme (LIOP)	Digital Platform	Adapted Policies and Standards	The Partnership	Skills and Resources	Integrated Investment Plan	W7 Marketing and Engagement
Develop the initial platform including data structure to enable the Living Integrated Opportunities Programme to be managed and be visible to partners	2023	✓	✓		✓			
Continue development of the platform	2023	✓	✓		✓			
Identify shortlist of local/regional policies and strategies into which IWM can be integrated (gap analysis).	2023			✓				
Identify key stakeholders behind policies to be included in the engagement plan	2023			✓				✓
Recommend good practices and changes on the policies and standards identified for enhancement.	2023			✓	✓			
Use the identified policies and standards to influence our own targets and metrics	2024	✓		✓	✓			
Identify shortlist of national policies and strategies into which IWM can be integrated and lobby for change	2023			✓				
Sharing of resource	2023	✓	✓		✓			
Behaviours and culture - create an independent and inclusive culture which enables stakeholders across the Greater Manchester to work together	2023				✓			
Develop a collaborative agreement for the Implementation Phase	2023	✓	✓	✓	✓	✓	✓	✓
Governance Framework to create the structure required to bring together the collective vision, objectives and delivery programme	2023	✓	✓	✓	✓	✓	✓	✓

Action	Priority Year	WORKSTREAM 1	WORKSTREAM 2	WORKSTREAM 3	WORKSTREAM 4	WORKSTREAM 5	WORKSTREAM 6	WORKSTREAM 7
		Living Integrated Opportunity Programme (LIOP)	Digital Platform	Adapted Policies and Standards	The Partnership	Skills and Resources	Integrated Investment Plan	W7 Marketing and Engagement
Grow the partnership beyond GMCA, UU and the Environment Agency	2023				✓	✓		✓
Shared Funding pool	2023				✓		✓	
High-level Skills and Training Discovery Phase	2024				✓	✓		
Discovery Phase 2	2024				✓	✓		
Engage with Academia	2023					✓		✓
Engage with Higher Education and Schools	2023					✓		✓
Plan for general knowledge sharing across partners, stakeholders and supply chain	2023		✓	✓	✓	✓		✓
Develop a Funding Options	2023	✓	✓				✓	✓
Map Business Planning Cycles	2023	✓					✓	✓
Collate exemplar funding applications as part of a materials reference library	2023		✓		✓		✓	
Identify an appropriate information storage solution for access to the above	2023		✓		✓		✓	✓

		WORKSTREAM 1 	WORKSTREAM 2 	WORKSTREAM 3 	WORKSTREAM 4 	WORKSTREAM 5 	WORKSTREAM 6 	WORKSTREAM 7 
Action	Priority Year	Living Integrated Opportunity Programme (LIOP)	Digital Platform	Adapted Policies and Standards	The Partnership	Skills and Resources	Integrated Investment Plan	Marketing and Engagement
Internal Engagement and Communication Plan	2023		✓		✓	✓		
Communication website	2023		✓		✓			✓
External Engagement and Communication Plan	2023		✓		✓		✓	✓
Investment portfolio brochure	2023						✓	✓

References

Figure 1 - Partnership maturity

Figure 2 - Our Journey to 2050

Figure 3 - Workstreams to support the development of IWM

Figure 4 - Connective and strength of relationship between workstreams

Figure 5 - As we mature we move from an MoU to multisector working



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Greater Manchester Combined Authority

Date: 30th June 2023

Subject: Greater Manchester's Response to 2022 Big Disability Survey

Report of: Cllr Arooj Shah, Portfolio Lead for Equalities and Communities, and Sara Todd, Portfolio Lead Chief Executive for Equalities and Communities

Purpose of Report

This report presents an overview of the system response to the Big Disability Survey carried out by the GM Disabled People's Panel in the summer of 2022, and to flag key issues emerging from this work so far.

Recommendations:

The GMCA is requested to:

1. Endorse the response to the 2022 Big Disability Survey and the issues which have been identified relating to its delivery.
2. Endorse the importance of achieving a co-ordinated, multi-stakeholder, and effectively resourced GM-wide response aimed at improving the lives of disabled people.
3. Receive a report in October 2023, one year on from the survey publication, to review progress, with input from the Disabled Peoples Panel

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

The decision tool fully supports the following decisions: *1. Note the response to the 2022 Big Disability Survey and the issues which have been identified relating to its delivery. 2. Note the importance of achieving a co-ordinated and multi-stakeholder, GM-wide response aimed at improving the lives of disabled people.*

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	This paper describes the response which is taking place across Greater Manchester to the findings and recommendations of the 2022 Big Disability Survey. There is both intersectionality with other protected characteristics, the carers and Personal Assistants of disabled people, and a clear link between socio-economic disadvantage and disability. The response to the survey is primarily focussed on improving public services.
Health	G	The response described in the report includes recommended improvements to physical and mental health services for disabled people. Accessibility of health services is a key issue for disabled people, and this report describes work to improve all aspects of communication, physical accessibility and infrastructure.
Resilience and Adaptation	G	Work to support disabled people to live happier and healthier lives will mean that they are better able to take part in society and better withstand disruption to their lives. Disability hate crime has increased in the last few years, and this work will explore ways to address this.
Housing	G	Many disabled people are at risk of being homeless, and a key aspect of this work involves the response provided by the GM Housing Providers. The provision of appropriate and accessible homes is one of the issues discussed in this report, and the evidence provided by the survey will be used to inform local authority housing planning and management and well as the planned Good Landlord Charter.
Economy	G	It is assumed that having a greater number of disabled people employed as part of the local workforce is positive in terms of economic development.
Mobility and Connectivity	G	The results of the Big Disability Survey will be used in transport planning, including the affordability and accessibility of transport services.
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		This work includes support for disabled people to access the ECO4 housing retrofit programme, which will improve the likelihood of disabled home owners reducing their carbon emissions.

G	Positive impacts overall, whether long or short term.	A	Mix of positive and negative impacts. Trade-offs to consider.	R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR	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	TBC	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	TBC	
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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Risk Management

This paper describes work to manage risk relating to services for disabled people.

Legal Considerations

As set out in section 149 Equality Act 2010, a public authority (which includes the GMCA within its definition) must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This legislation is more commonly known as the Public Sector Equality Duty and is informed, amongst other things, in GM, by the survey referred to in this report.

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 2

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

The Big Disability Survey is published at [GM Disabled People's Panel](http://gmdisabledpeoplespanel.com)
(gmdisabledpeoplespanel.com)

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

Overview and Scrutiny Committee

N/A

1. Introduction

1.1 This report presents an overview of the GM-wide response to the 2022 Big Disability Survey carried out by the GM Disabled People's Panel, and to flag key issues emerging from this work so far.

1.2 In the Summer of 2022, the Greater Manchester Disabled People's Panel carried out a survey of 1,495 disabled people living within Greater Manchester. Findings from this survey show the stark reality of the cumulative impact on the quality of life of disabled people from austerity, the Covid pandemic and cost of living crisis. Results show a worsening of disabled people's lives since the previous survey carried out in 2020, notably in social care, accessible housing and attitudes towards disabled people. The survey also shows disabled people are losing hope; their trust in public agencies to support them is waning.

1.3 The findings of the Survey included:

- Cost of Living - 20% of respondents said they could not afford essential items, with a further 28% saying they could afford essential items but nothing else. This means that almost half of respondents were struggling to afford anything other than the basic things they need to live. The Survey Report shows that disabled people are using food banks at three times the rate of non-disabled people, with 68% of respondents having changed the food they eat to save money. Additionally, 39% of respondents were in debt, and 33% said they could not afford to pay their bills. The cost-of-living crisis is clearly hitting disabled people extremely hard.
- Housing - 43% of respondents said their housing only partially (29%) or did not at all (14%) meet their housing needs, this compares to 37% from the first survey – an increase of 6%. The housing position for disabled people appears to be getting worse, and 64% of respondents said they were worried about their housing situation.
- Travel - Three quarters of respondents felt they could not travel everywhere they wanted to, with reasons including accessibility, cost, COVID and a lack of joined up journeys.
- Social Care - 29% of respondents felt they did not have the right care and support they needed because they could not afford it, and the majority of those employing personal assistants said it was harder to recruit and retain good quality staff.

- Mental health and wellbeing: - The biggest issue cited by respondents as negative influences on their mental health were poverty (66%), with 39% reporting that attitudes towards disabled people had worsened since the pandemic.
- Work and employment: - Half of respondents were in work, and of these, 80% felt they did not get the same career opportunities as non-disabled people. 48% said their pay was not good enough to cover their living expenses.

1.4 Following the survey, the Disabled People's Panel completed a report which made a number of recommendations based on the findings. The full report can be viewed at <https://gmdisabledpeoplespanel.com/> and contains 5 recommendations for immediate action to improve the lives of disabled people:

- An ask for the GMCA, Integrated Care Partnership and Local Authorities to look at re-profiling their 'universal' budgets to enable targeted support for disabled people.
- Advice and advocacy for disabled people should be coordinated across GM to address low capacity and inconsistency, waiting times and the cumulative worsening of disabled people's living conditions.
- Social care should be made free at the point of delivery, to uphold disabled people's right to a full and independent life.
- Disabled People's Organisations and the Panel should be funded to develop disability equity training for public sector staff, and this should be approved for roll out in local and city region wide institutions.
- GMCA and the ten local authorities should consider how to ensure the voice of the GM Disabled Peoples Panel is heard at the highest levels. Support should also be given for the Panel to engage with the private sector.

1.5 The findings of the survey were further unpacked across, and recommendations made against, 9 thematic areas:

- Money, Benefits and Energy Costs,
- Social Care and Personal Assistance,
- Housing and Neighbourhood,
- Accessibility, Transport and Lifestyle,
- Mental Health and Wellbeing,
- Health Services,
- Problem Solving and Support,
- Education,
- Employment.

1.6 The report also makes structural recommendations to the public sector, including:

- Adoption of a rights-based approach in work to support disabled people,
- Adoption of cumulative impact assessments, which include poverty alongside community of identity,
- Improved mechanisms for listening to the voice of disabled people in service planning,
- Greater representation of disabled people in democracy and decision-making.

1.7 It should be noted that whilst this is one of the largest surveys of disabled people in the country, there are some limitations to its application. Whilst nearly 1500 disabled people took part in the survey, each respondent did not have to answer all of the questions within the survey and therefore the sample size for each question varies. Around one third of respondents did not indicate where they lived. The survey collected demographic information, which showed that more women than men responded to the survey and that there was an underrepresentation of ethnic minorities within the sample as only 7% of respondents identified their ethnic group as being other than white. There are probably several reasons for this response, including the reach of the survey, what is known about gender and disability, and the strong sense of stigma attached to disability within some communities. Therefore, the data cannot be broken down by local authority because sample sizes become too small to make meaningful assumptions, although the majority of the themes that the survey explores should be considered generic or 'national' issues (e.g. benefits, cost-of-living, employment) and therefore the findings are likely to be consistent across all parts of Greater Manchester.

2. Coordinating the Response

2.1 The Report of the Big Disability Survey has been shared widely with stakeholders across the disability, VCSE and public sectors. Following a discussion at the Tackling Inequalities Board in November 2022, it was proposed that there will be a light touch arrangement that maps the responses across the Public Sector to the report and provide feedback to the Disabled People's Panel enabling further engagement on the details of the response. The response will aim to act on the findings and recommendations of the Big Disability Survey report to improve public services and the lives of disabled people.

2.2 Within the proposed coordination arrangements for the Greater Manchester response, the activities are embedded within the existing system of working and business as usual, with the only new feature being a small, virtual task and finish group made up of officers from across the public sector system and the GM Coalition of Disabled People (in their role

as facilitators to the GM Disabled People's Panel). It is to be emphasised that the Greater Manchester response will focus on 'business as usual' being carried out differently and better, as opposed to running a separate and additional programme of work.

2.3 An existing partnership group will be responsible for each of the areas of work in the response, with a named Senior Responsible Officer (SRO) connected with each area. These partnerships will review relevant work that is already happening in relation to the findings and recommendations from the Big Disability Survey, identify gaps between existing activities, services and programmes, and agree where existing work could be developed to better address issues and barriers faced by disabled people or where new activities need to be instigated. The SRO will join the Task and Finish Steering Group to coordinate activities between thematic areas.

2.4 Within this work and structure, the GM Disabled People's Panel will take a check and challenge role, acting as a critical friend to the GM system. Additionally, it will provide the oversight and accountability for the work on behalf of disabled people living in Greater Manchester as it continues to engage with the response. To maintain this engagement and accountability, the Panel have scheduled a programme of thematic meetings in which constructive challenge on each of the key areas will be hosted in turn. Within these, the relevant SRO and other officers will be invited to present on the work they are doing, and to discuss any issues that may be arising. Such thematic meetings may also provide an opportunity to identify areas of joint action, where it would be helpful for the Panel and public agencies to work together. For 2023/24, the Panel has prioritised:

- Money, Benefits, and Energy Costs.
- Housing and Neighbourhoods
- Accessibility, Transport, and Lifestyle

2.5 The survey data collected by the Disabled People Panel has been integral to response coordination and service planning, allowing actions to be arranged by theme and a strong evidence base to provide an accurate understanding of need. Where survey data does not match up to that collected through the service, further engagement may be needed to build that reflective baseline.

3. System Response

3.1 This work has shown the importance of achieving a co-ordinated, multi-stakeholder, and effectively resourced GM-wide response aimed at improving the lives of disabled people. Furthermore, that it will be important that a commitment to act is embedded within

individual organisations' corporate strategies and equalities objectives (under the Public Sector Equality Duty). A principles-based approach based in the [United Nations Convention on the Rights of Persons with Disabilities](#) might include commitments to:

- eliminate disability discrimination,
- enable disabled people to live independently in the community,
- ensure an inclusive education system,
- ensure disabled people are protected from all forms of exploitation, violence and abuse.

3.2 For the GM response to the Big Disability Survey, actions can be summarised across 2 areas: the GM System response, as summarised in **Annex 1**, and the individual local responses at a district level, as summarised in **Annex 2**.

3.3 Examples of the work described in Annex 1 include:

- Poverty / Public Services: Exploration of support for disabled people facing the spiralling cost of energy, for example to power life support machines in the home. Strategic work with big utility providers led by the Mayor of Greater Manchester and the Cost-of-Living Response Group, consideration of a cash first approach as part of wider work to reduce poverty, the sharing of good practice, consideration of a trial social energy tariff, and work to secure additional support from GM Welfare and Advice sector.
- Health and Care: Exploration of ideas around social care charging, hospital discharge and models of engagement, support and coproduction. Support to the establishment of co-ops for disabled people employing Personal Assistants.
- Housing and Planning: Work on referral routes for disabled people to maximise take up of ECO grants for retrofit by disabled homeowners, lobbying for a ban on evictions and linking the Survey findings with work on the Good Landlord Charter.
- Transport: Discussions on improvements to ring and ride services, exploring application and entitlement processes to concessions for those with severe autism, and conversations on how lift faults can be incorporated into online journey planning software.
- Work and Skills: promotion of Access to Work scheme, promotion of support for inclusive business ownership models within Adult Social Care as part of the GM Inclusive Ownership Platform, ongoing data analysis.

- Strategic work to Tackling Inequality: exploring the best ways for Disabled People's Organisations to engage in each district, review of how GM Equality Panels can inform work across the Integrated Care System, exploring the roll out of Social Model training for GMCA and local authority staff, rolling out an awareness campaign on how to make complaints, report crime and blow the whistle on poor employment practice.
- Crime and Community Safety: greater engagement between the Police and Crime team and the Disabled People's Panel on disability hate crime and reporting.

3.4 The Disabled People's Panel has also reported that the Survey has been used by Disabled People's Organisations to work with local and GM partners to make a number of important changes that will benefit disabled people in GM. These include:

- Panel representatives have discussed the Survey results with Ofgem, Energy suppliers, and national Government, including the Minister for Disabled People.
- The Panel submitted its findings from the Survey to the inquiry of the All-Party Parliamentary Group (APPG) on Poverty into the (in)adequacy of the social security in the UK.
- National and local broadcast media has been undertaken, pointing out current cost-of-living mitigation does not go far and to highlight the links to austerity.
- The Panel has met with the Mayor of Greater Manchester and Debbie Abrahams MP to discuss welfare benefits for disabled people, presenting a number of personal experiences.
- The Panel has been working with colleagues from the CA around making polling stations accessible and to promote the need for Voter ID at the recent local elections.
- An Early Day Motion on the GM Disability Survey was tabled in the House of Commons.
- The Panel submitted its Survey findings to the of UNCESCR (United Nations Covenant on Economic, Social and Cultural Rights) civil society report for England and Wales and presented the findings at the national launch of the report.
- Disability Rights UK has said that the GMDPP research has been very useful at national level and colleagues at Disability Rights UK have used the findings to underline the impact of the cost-of-living crisis on Disabled people.

Further information will be included with the Annual Report of the Disabled People's Panel which will be presented to the Combined Authority at its meeting in July.

4. Issues arising from the response.

4.1 However, there are a large number of issues which have been identified from work to deliver the response which is happening across GM to the Big Disability Survey. These can be grouped around:

- Powers to act.
- Capacity to act.

4.2 **Powers to act:** As described in Annexes 1 and 2, there are a range of findings and recommendations from the Big Disability Survey which are outside of the powers of GM public sector partners, and therefore it is very difficult to make positive progress on these issues. These include the welfare benefits system, setting of public budgets and delivery frameworks for health and care, for example. It will be important that GMCA and its partners continue to work closely with the Disabled People's Panel to find effective ways to influence Government towards making changes that benefit the lives of disabled people.

4.3 In November 2022 the GM Mayor and Cllr Chadderton wrote to the Minister for Disabled People highlighting the findings of the Survey, asking the Government to take them into consideration when finalising the mid-term Budget and asking the government to also consider the cumulative impact on disabled people of further cuts to services during a cost-of-living crisis. This letter received an encouraging response from the Minister, indicating his appreciation of the Survey and commitment to supporting disabled people in the UK through creating more opportunities, protecting their rights and ensuring they fully benefit from, and can contribute to, every aspect of our society. However, it will be critically important that GM continues to work closely with government departments and select committees, providing evidence and insight from disabled people, examples of successful practice and highlighting the pivotal drivers of change.

4.4 **Capacity to act:** There are also numerous local challenges and barriers that exist within work to respond to the findings and recommendations within the Survey. Firstly, the capacity of the GM Disabled People's Panel and wider Disabled People's Organisations to engage across the system is limited, presenting a significant challenge to their inclusion within conversations and decision making, as well as their

ability to create change. It should be noted that the lack of capacity to engage is generally down to a lack of funding coming into these organisations and the general scarcity of funding for VCSE activities that focus on equalities. It is clear from the work thus far across the districts of GM (Annex 2) that where there is a strong local Disabled People's Organisation with whom the local authority is collaborating, the greater the progress that is being made.

4.5 Secondly, across the public sector, a challenge arises from a lack of policy capacity relating to key disabled people's issues. This takes the form of both officer time and knowledge, most acutely and notable around the Social Model, which encourages service planning that removes or reduces barriers faced by disabled people (rather than focusses on an individual's disability or condition). There is also a lack of capacity across individual public sector organisations to engage routinely with disabled people as part of business as usual. Resources and capacity to engage would enable better dialogue aimed at ensuring that services are meeting the needs of disabled people at this time.

4.6 Finally, the context and actions that frame this work are incredibly complex, creating difficulty in addressing the barriers faced by disabled people as so many are outside of the control of the GM system, and the resources within the system that are needed to make change are incredibly stretched.

4.7 It will be important that GM aligns its local responses to maximise impact and reduce the likelihood of a 'postcode lottery' for disabled people around key issues such as social care, housing and responses to the cost-of-living crisis, for example. Collaborative partnerships such as the GM Cost of Living Response Group, GM Housing Providers' Partnership, Directors of Adult Social Services and GM Tackling Inequalities Board, will all play a crucial role in achieving a consistent and far-reaching response.

4.8 GMCA will explore how it might use the dashboard of measures around the Greater Manchester Strategy (GMS), together with recent census data, to track progress against a range of relevant GMS indicators. It will also be important that individual districts and partner organisations continue to track the progress that they are seeing through their work so that this can be shared in future update reports as well as being used to underpin future conversations with disabled people in GM.

5. Next Steps

5.1 It is proposed that a progress report on the series of actions identified within this report and its annexes will be brought to the Combined Authority in the autumn of 2023, marking a year since the publication of the survey.

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ANNEX 1 – GM Big Disability Survey – Summary of System Response

MONEY, FOOD AND BILLS – COST OF LIVING CRISIS

Recommendations	Lead agency	Response
Lobby to ensure people are supplied with sufficient energy to support their wellbeing.	Cost of Living Response Group	<p>A Roundtable Event was held with the big utility providers in December 2022 co-hosted by Andy Burnham and Cllr Amanda Chadderton.</p> <p>As a result, 3 Task Groups have been formed to explore the following:</p> <ol style="list-style-type: none"> Data sharing – Can we develop a data sharing agreement between GM NHS and energy providers to enable auto-registration to the Priority Service Register with an initial focus on those identified as clinically vulnerable with medical devices in their homes? An Agile Energy Social Tariff – What could this look like, and could it be piloted/tested in Greater Manchester? Prepayment Meters – How can we mitigate against enforced switch to prepayment meters, especially relating to disabled people? Awareness Raising - How can we raise awareness across Greater Manchester of the support that is already available from energy companies through our cross-sector front line workers, our trusted communities and other channels we have available? British Gas Energy Trust – How can we best identify and channel these funds to those individuals and families who are most in need? <p>GM Coalition of Disabled People is represented on these task groups.</p>
Look at re-profiling ‘universal’ budgets to enable targeted support for disabled people.	GMCA, Cost of Living Response Group	<p>GMCA will explore reprofiling budgets where data and insight implies that the services for which we are responsible should be targeted for the specific benefit of disabled people. We will also explore how this can be part of our Decision Support Tool.</p> <p>There will be a standing item about equalities at all GM Cost-of-Living Response Group meetings which will pick up on where targeted support is required.</p>
Favour ‘cash first’ responses to poverty.	Cost of Living Response Group	<p>GMCA will consider a cash first approach to reducing poverty on a case-by-case basis, taking on board relevant research and best practice. There may be conditions around funding streams, for example, which mean that people cannot be given cash, but will instead receive vouchers or equipment.</p> <p>The GM Cost-of-Living Response Group will continue to be the route for sharing good practice and for replicating successful approaches across the city region. Some GM local authorities have already adopted a ‘cash-first’ approach to reducing poverty in their district.</p>
Ask Ofgem to engage with disabled people-led organisations’ calls for the of a social tariff or variable cap on energy costs.	Cost of Living Response Group	<p>Please refer to note above about work with the big energy providers.</p> <p>GMCA will explore whether it might be possible to run a trial for a social energy tariff in GM for disabled people or for people with a pre-payment meter.</p>

ADVICE AND WELFARE

Recommendation	Lead agency	Response
<p>Coordinate advice and general advocacy across GM.</p> <p>Improve access to properly resourced, uncharged debt advice from local, accessible, disability-aware, face-to-face services.</p> <p>We ask for a GM-wide advice and advocacy service to be put in place, and this should be co-produced with the VCSE sector</p>	Cost of Living Response Group	<p>We note that the welfare rights and debt advice service sector is really stretched at the current time, and there is a shortage of properly qualified support. However, there are examples of where commissioned GM work offers free legal support, for example to pregnant migrant women (including disabled women) https://maternityaction.org.uk The Greater Manchester Women's Support Alliance also offers a range of support across all GM boroughs for women who have unmet support needs, included health and care, debt and welfare advice.</p> <p>The GM Cost-of-Living Response Group will explore how to secure additional support from the wider GM Welfare and Advice Sector.</p>
<p>We ask the Government to provide (and the ten Greater Manchester Local Authorities to support) statutory funding given to local authorities and ring-fenced to providing debt/benefits advice</p>	Cost of Living Response Group	<p>We note that there is no explicit responsibility placed on local authorities to provide debt and benefits advice. However, we are committed to providing help and support for households in financial difficulty. The LGA has published guidance for local authorities at Reshaping financial support: how local authorities can help to support low income households in financial difficulty</p> <p>The GM Cost-of-Living Response Group will explore how to secure additional support from the wider GM Welfare and Advice Sector, working in partnership with the GM Disabled People's Panel to scope out a shared approach to lobbying government on this matter.</p>
<p>We call on GMCA, MPs, Local Authorities and Greater Manchester Integrated Care Board to lobby the Government on specific issues relating to welfare benefits.</p> <p>These include that the Disability Cost of Living Payment of £150 should be given to every disabled person in receipt of a qualifying benefit, that the Government should ban all arrears-related deductions from benefits, and also revise the eligibility criteria for the Warm Home Discount.</p>	GMCA / Local Authorities	<p>We recognise that welfare benefits are the biggest single issue highlighted by the Big Disability Survey. However, the recommendations in this section all relate to issues which are outside the powers and scope of GM partners.</p> <p>Furthermore, it should be noted that the policy/ design and contracts for Work Capability Assessments delivery are managed by central DWP (not local JCP) so we have limited power and influence here in GM.</p> <p>GMCA will work in partnership with the GM Disabled People's Panel to scope out a shared approach to lobbying government in relation to disability and other relevant benefits, noting the proposed changes announced in the Budget in March 2023.</p>

HEALTH AND CARE

Social Care		
Recommendations	Lead agency	Response
<p>Instigate the cessation of debt recovery actions against the growing numbers of disabled residents who have fallen into arrears.</p>	Locality Integrated Care Boards	<p>The Breathing Space provision (Mental Health) in place for general debt recovery and any suspension of recovery decisions for hospital inpatients. Bespoke approaches developed for debt recovery for people who may be in receipt of social care.</p>

Social care should be made free at the point of delivery to uphold disabled people's right to a full and independent life, following the example of Hammersmith & Fulham Council to coproduce statutory social care, free at the point of use.	Locality Integrated Care Boards	NHS GM ICS will continue to advocate for a comprehensive and definitive funding settlement for social care to support people to get the right support at the right time.
Ensure Care Act means-testing financial assessments are meeting the legal standard and put in place methodology to record and publish unmet need.	Locality Integrated Care Boards	Work is underway in line with the financial reforms in the White Paper. Care Act assessment reviews are undertaken as part of internal processes. The ICB will work with the local authorities to ensure that the financial assessments are legally sound, and that unmet need is accurately recorded and published.
Review the differing rates paid to agencies in contrast with the lower rates paid to disabled people on direct payments for employment of PAs	Locality Integrated Care Boards	Rates paid to providers reflect the position that costs can often vary for different models of support. Local conditions of the market reflect pay rates, and work is underway as part of the Adult Social Care (ASC) workforce strategy to address inequalities and improve workforce conditions in ASC. This will consider a review of disabled people's PA rates.
Independent General Advocacy must be truly independent , and fully accessible to everyone seeking social care.	Locality Integrated Care Boards	The advocacy contracts are held between the Local Authority and the advocacy provider. Similar advocacy arrangements are seen across the country. Contracts will continue to be reviewed and improved on a locality basis in order to meet identified need. It might be possible to involve a GM disability organisation on these reviews for improved lived experience. Discussions are also taking place at the national ADASS (mental health) group, which the Strategic Lead-Mental Health (NHS GM) regularly attends and where advocacy's role in supporting vulnerable individuals at a time they most need it can be enhanced.
Greater Manchester Integrated Care Board to develop a fully co-produced complaints system	GMIC Board	The NHS and complaints procedure is set out in national legislation, with the local resolution stage governed by the National Health Service Complaints (England) Regulations 2009. For GM to adopt a different approach to the national regulations would require agreement from the national bodies – this is unlikely in the near term. However, we understand that it is the navigation of that procedure which is challenging. There are a number of independent advocacy providers nationally, (https://www.england.nhs.uk/contact-us/complaint/) it may be beneficial to work with GM disability organisations in particular to review and signpost to clearer accessible navigation in line with GM accessible information standards.
There is clear relationship between delay to discharge from hospital with lack of timely and sufficient social care provision. This means fixing social care should be a shared objective of the NHS, social care departments, and service users , making the solution a natural candidate for meaningful co-production.	Locality Integrated Care Boards	It is a shared vision of health agencies and local authorities across GM to support people to be discharged from hospital promptly and return to a place of their choice and with the right support package. 'Fixing social care' is a shared objective of the ICB, GM ADASS and at the core of the ASC transformation programme. More targeted use of winter discharge funds and closer links between the VCSE sector, health trusts and all local authorities. A longer-term consideration will be market sustainability and development.

		<p>There are several workstreams across GM where timely hospital discharge is crucial to service development. This involves community placements, early focus on early intervention and targeted approaches to those with complex health and social care agencies.</p> <p>Regarding coproduction, it is recognised across GM that such approaches need additional and more consistent input from those who use/have used services, and we would be keen to explore how we might work with the GM Disabled People’s Panel on this.</p>
Support current campaigns to establish good wages, dignity, and professionalism of PA and care work so that it is valued and properly rewarded; this creates good employment and raises the quality of care.	GMCA	<p>There are well-established apprenticeship pathways for personal assistants who are employees of an organisation, rather than self-employed. However, personal assistants are generally directly employed by a disabled person, and therefore not eligible for the same wages, support and development available to carers employed through an agency.</p> <p>The ongoing real Living Wage City Region campaign has an explicit focus on raising pay and employment standards for carers and personal assistants across Greater Manchester. The Mayor has been clear that Adult Social Care is the primary focus of the campaign and this has been reflected in the actions, run in conjunction with UNISON, Greater Manchester Poverty Action, and other partners. Greater Manchester will soon become the first city-region where all councils agree to pay the Real Living Wage to all those working in social care, Mayor Andy Burnham has announced. By the end of 2023, more than half of Greater Manchester’s 10 boroughs will be paying the Real Living Wage, and the remaining boroughs are on track to deliver the same hourly rate for their directly employed and contracted adult social care staff soon after, as stipulated in their contractual arrangements with adult social care providers.</p> <p>We will continue to drive forward this issue through the Good Employment Charter and GM Real Living Wage campaigns.</p>
We ask GM wide systems, organisations, and institutions to improve support for people employing Personal Assistants on an individual budget , so they are funded to pay a competitive living wage, allow for travel expenses, blue light card eligibility, and work with the Personal Care Panel convened by Embrace.	Locality Integrated Care Boards	<p>Support for people employing Personal Assistants is available through VCSE sector organisations like the Penderels Trust which has an office based in Salford covering Salford, Trafford and Bury. https://www.penderelstrust.org.uk/salford.php Bolton has a PA web Home Bolton PA Web</p> <p>Work is underway as part of the Adult Social Care (ASC) workforce strategy to address inequalities and improve workforce conditions in ASC. This will consider a review of disabled people’s PA rates.</p>
We ask GM to lobby Central Government for a National Independent Living Service .		<p>The ICS will continue to lobby for a comprehensive and definitive funding settlement for social care and to look at all potential options that will support everyone to live a full and independent life in Greater Manchester.</p>
We recommend an increase the discretionary element of the Minimum Income Guarantee (MIG) by at least an additional £150 per week	Locality Integrated Care Boards	<p>Local Authorities in GM are actively working to transform services and secure the investment needed in adult social care, whilst as far as possible protecting residents from rising care costs. Includes a pro-active review of charging policies and available discretionary support.</p>

Mental Health Services		
Recommendations	Lead agency	Response
The ICP must be committed to co-production to level the power differentials and support whistle-blowers.	Adult Social Care & MH Trusts NHS Greater Manchester Integrated Care	Following the recent Panorama documentaries, there has been GM system-wide review and action plans are in place to improve in the areas identified. A new national Mental Health, Learning Disability and Autism quality transformation programme was initiated in 2022 to support cultural change and introduce a new bold, radical, reimagined model of care for the future across all NHS-funded mental health, learning disability and autism inpatient settings. NHS England » Mental Health, Learning Disability and Autism Inpatient Quality Transformation Programme Each ICB has been asked to develop a 3-year plan to localise and realign mental health, learning disabilities and autism services by March 2024, which will drive a reimagined model of care.
Offer more holistic tailored mental health support to people in a timely fashion. From the qualitative responses it is clear restrictive NHS diagnostic pathways and limited options for treatment largely rest upon behavioural assumptions that do not meet people's differing needs nor cultural differences.	Local Authorities/NHS GM/Mental Health Trusts	As part of the Community Mental Health Transformation programme, there are the following workstreams or programmes. <u>Living Well</u> - designed to support people with MH issues and help them access community support and prevent further deterioration and potential hospital admission. Access to the VCSE and other community options/resources is key in not medicalising their presentation. <u>CMHT Transformation</u> - looking to improve CMHT support and focus on supporting everyone to move away from specialist community support to one more community based and led by what the person wants for themselves. As part of the transformation process, there are specific working groups on personality disorders, eating disorders and older people. The groups involve representation from all stakeholders and are all coproduced with a strong emphasis upon their input in improving services. Where the support needed is of a higher level or are specialist in their provision, these workstreams support individuals to return to the community. All these workstreams are coproduced and are working holistically, with key involvement/oversight from the ICB ASC/Mental Health teams. Throughout 22/23 funding was made available to support initiatives aimed at developing culturally appropriate service. Year 1 schemes are being evaluated prior to deciding which should continue into year 2.
Urgently reduce waiting times for support with mental health conditions. Long waiting times are a factor in the worsening of mental health, including the management of distress.	Local Authorities/NHS GM/Mental Health Trusts	The Living Well approach gives everyone timely access to MH support and services. Demand and capacity to meet it are part of the GM workforce strategies to increase social work and social care staffing. In addition, this workstream looks at new/blended roles that will further support people in the community and intervene more promptly. For people experiencing anxiety &/or depression our NHS Talking Therapies Services offer a range of therapies to help. These services are committed to ambitious waiting time targets and go even

		further by monitoring in-pathway waits. Nationally-led work is underway to ensure these targets are achieved.
We ask GM Integrated Health and Social Care Partnership and GM Mental Health Trusts for more resourcing and facilitation of Service User and survivor voices in order for co-production to happen in a meaningful way, where power differentials are equalised.	Local Authorities/NHS GM/Mental Health Trusts/Integrated Care Board	The Independent Mental Health Network (IMHN) continues to work across Greater Manchester in supporting coproduction across many of the workstreams that the ICB is currently working on. Further work is being undertaken by the ASC/MH team looking at developing coproduction groups across GM, especially those who may have been subject to detention under the MHA 1983 with a strong emphasis upon learning from their specific experiences. The ICB and all key stakeholders are committed to increasing coproduction involvement and their decision-making ability to change service delivery.
We ask GM Integrated Health and Social Care Partnership and GM Mental Health Trusts to reduce inequality, acknowledge and address intersecting structural factors , including those in operation within the institutional cultures of the public sector e.g., in social care, housing and planning.	Local Authorities/NHS GM/Mental Health Trusts	All the MH workstreams within GM acknowledge daily the structural inequalities individuals with mental health issues encounter. Developing relationships between all these key public sector agencies is crucial in reducing discrimination and inequality in accessing such services. The ICS oversees such programmes and will ensure that such factors are considered when reforming or developing new services.
We ask GM Integrated Health and Social Care Partnership and GM Mental Health Trusts to consider pilots of innovative alternatives such as the Trieste model	Local Authorities/NHS GM/Mental Health Trusts	As part of the CMHT transformation, there are ongoing discussions about what alternatives to medical/health models could be considered, especially hospital admissions. As part of the Adult Social Care Transformation programme, the team will have a key role in working with the hospital trusts to look at different models of mental health care, including the Trieste and other less restrictive models. Identifying alternatives to hospital admission will be promoted within all transformation programmes, especially those that are community led and are designed by those with lived experience.
We ask GM Integrated Health Partnership and Social Care and GM Mental Health Trusts to end language use such as 'stepping down'/'off-rolling', and use of 'resilience,' 'dependency,' and 'recovery' as euphemisms for the removal of healthcare and support.	Local Authorities/NHS GM/Mental Health Trusts	All co-production groups discuss the importance of language within service delivery and how these impacts upon their access and positive recovery outcomes. To continue to consult with all key stakeholders regarding language use and its negative impact on those who use services. To continue to change the culture to improve the use of appropriate language
We ask GM Integrated Health and Social Care Partnership and GM Mental Health Trusts to listen to people labelled with a personality disorder (PD) diagnosis, they often have the worst outcomes and to consider ending the use of PD diagnoses and seek more holistic, tailored responses to service users.	Local Authorities/NHS GM/Mental Health Trusts	As part of the Community MH transformation programme, a workstream looks at pathways for those with a personality disorder diagnosis. This is a multi-agency-led programme led by the two mental health trusts, where all stakeholders are involved in improving this complex pathway. Much of the current focus within such groups is on looking at more community-focused projects and approaches that deliver care tailored to individual needs. As with other workstreams across GM, co-production is key to ensuring that services are not diagnosis-led and subsequently exclude those who require support.

Lobby government to end use of terms such as ‘resilience,’ ‘dependency,’ and ‘recovery’ as euphemisms for the removal of healthcare and support	Local Authorities/NHS GM/Mental Health Trusts	When interacting with Government representatives, such language and its harmful use in mental health care will be raised. As above, the ICB will strive to work with individuals on using more appropriate language to describe some aspects of their health and social care journey. We will continue to work with the Disabled People’s Panel to influence the language used in Government documents and websites
Where services are failing or effectively non-existent because of lack of funding, we ask GM Integrated Health and Social Care Partnership and GM Mental Health Trusts, senior decision-makers and elected representatives to work with disabled people to lobby central government for rights-based improvement.		The ICB will continue to advocate on a regional and national level for the rights of disabled people and those using mental health services to be improved and upheld. We will continue to work closely with the Disabled People’s Panel to influence Government and subsequently achieve rights-based improvements.

Health Services		
Recommendations	Lead agency	Linkages and what’s already happening
Re-profiling ‘universal’ budgets to enable targeted support for disabled people.	Integrated Care Board	This recommendation aligns with the concept of proportionate universalism and the ability to demonstrate what that means for differential and additional support. This is the ambition in the Fairer Health Framework so we will explore that with the Panel though, test what that might look like in practical terms looking at access and experience, for example.
We ask GM Integrated Health and Social Care Partnership for one unified simple record that records name, address, date of birth and access needs.	Integrated Care Board	<p>The GM Care Record (GMCR) provides health and care workers with access to vital patient information to provide better informed direct care and treatment on the frontline. Since the GMCR was launched during the pandemic, it is now being accessed by over 18,000 frontline workers to support the care and treatment of over 180,000 patients each month. It has become a major digital asset for Greater Manchester, with the potential to support programmes to tackle health inequalities and transform care in areas such as dementia/frailty, virtual wards and heart failure.</p> <p>During the pandemic and through close collaboration between the GM clinical-academic community, health and care partners and citizens, 22 COVID-19 related research studies using de-identified data from the GMCR were approved to understand the impact on the communities of Greater Manchester.</p> <p>In future, data from the GMCR will help researchers to understand other major health and care issues affecting the city-region through GM’s Secure Data Environment.</p> <p>All of this activity to support both direct care and research has been underpinned by engagement and strong governance across GM data controllers, providers, commissioners, and central GM bodies.</p>
Lobby government that England should follow Wales and Scotland and end prescription charging.	Integrated Care Board	As part of our work on the cost-of-living crisis NHS GM has identified that a monthly payment plan for the pre-payment prescriptions could support increased affordability. This will support the

		<p>“squeezed middle” who pay for prescriptions and where the only option at present is a 3 month or 12month pre-payment certificate for which payment is due as a single lump sum. This issue is being explored within the GM system. Any lobbying for changes to charging would need to be done via NHS England.</p>
<p>We ask GM Integrated Health and Social Care Partnership to empower disabled staff networks, improve data collection of workforce and disability, implement Disabled People Panel/DPO approved disability equity training, to be attended by consultants and senior staff, including directors and board members.</p>	<p>Integrated Care Board</p>	<p>We have set up an Inclusion Staff Network in GM from the outset which includes disabled staff. Where appropriate different staff groups will and can meet separately as a group to focus on particular areas of bias.</p> <p>Data collection on staff records is currently problematic. NHSE mandates what is an outmoded set of characteristics (including in the area of disability). At GM, we are currently at the forefront of challenging this and keeping up the pressure to align the demographic data to ONS datasets. We are currently co-producing a Greater Manchester Workforce Disability Equality Scheme- Foundations for Change which is helping us identify some of the most significant barriers and areas of discrimination in our workforce our disabled staff are experiencing and are working through co-produced solutions.</p> <p>Disability equity training is happening across parts of GM, (for example, social model training in Manchester PCNs) and our OD teams can share the good practice across their networks.</p>
<p>We ask GM Integrated Health and Social Care Partnership to produce an easily accessible shorter version of the NHS accessible information standard ideally no more than ten pages in length.</p>	<p>Integrated Care Board</p>	<p>There already exists an easy read version of the NHS accessible information standard that can be easily used by GM ICS. It might be possible to publish a GM version of this, if helpful.</p>
<p>We ask GM Integrated Health and Social Care Partnership to resource a Panel task group to review and reform wheelchair services, with work on the other areas to follow.</p>	<p>Integrated Care Board</p>	<p>As part of the cost-of-living response plan agreed by the ICP Board, work is ongoing in GM to identify the medical and care devices that are the most energy intensive as well as the precise cohort of individuals affected. This includes battery powered wheelchairs and stairlifts, loaned via social care.</p> <p>Our plans to improve discharge from hospital are modelled on helping people to develop five independencies identified by the Red Cross as follows:</p> <ul style="list-style-type: none"> • Practical independence (for example, suitable home environment and adaptations) • Social independence (for example, risk of loneliness and social isolation, if they have meaningful connections and support networks) • Psychological independence (for example, how they are feeling about going home, dealing with stress associated with injury) • Physical independence (for example, washing, getting dressed, making tea) and mobility (for example, need for a short-term wheelchair loan) • Financial independence (for example, ability to cope with financial burdens) <p>We have been working in partnership with the Northwest Wheelchair Service User Group to gain a full understanding of the particular needs and issues faced by this group of service users.</p>

The responses show a correlation between medical needs and unmet housing need. We ask GM Integrated Health and Social Care Partnership to prioritise coproduced troubleshooting, not gatekeeping.	Tripartite Housing Agreement	The Partnership has a well-developed programme on the connection between housing and health – working with GMCA, local authorities, housing providers and voluntary and community sector organisations. This is now formalised in the Tripartite Housing Agreement with supporting governance and infrastructure. Co-produced system responses to key issues are part of its work.
Most disabled people are still taking Covid precautions. Whenever possible GM should, as a City Region, endeavour to stem further peak outbreaks and the impact of Covid on disabled people , rather than following central government policy if this is based on political rather than health-protection grounds.	Integrated Care Board GM SORT	The GM System Operational Response Taskforce (SORT) was established when the response cells to the COVID-19 pandemic were stood down. The Taskforce monitors indicators across the health and care system – including early warning signs – and can escalate system responses when required.
Members of the social groups who disproportionately experience health inequality are worse hit by the current cost-of-living crisis, and structural poverty more generally. We ask GM Integrated Health and Social Care Partnership to address the drivers of this in whole-system responses.	ICP Board Population Health Board	This is part of the Cost-of-Living Action Plan agreed through the ICP Board. The plan sets out a series of actions. This includes an ambition to ‘poverty proof’ health and care pathways in GM
We ask GM Integrated Health and Social Care Partnership to give greater publicity to Prescription Prepayment Certificates : they can save considerable sums for those who do not qualify for free prescriptions but require more than one prescription item per month.	ICP Board Population Health Board	Prescription Prepayment Certificates form part of the Cost-of-Living Action Plan - agreed through the ICP Board
Central government must accept that delays to healthcare or social care provision are denials of provision.	N/A	National issue rather than a GM one
Regional recruitment and retention of dentists must find innovative ways to keep dentists in the city region and providing NHS services.	Integrated Care Board Primary Care Board	The Working Well team is linked into with Emma Hall Scullin who leads on dentistry for GM’s Public Health Team. Work and Health Partnership set up referral routes. GMCA looking to link into accessing community dentists for SES participants. GM Primary Care Board is working on a GM-wide plan to improve access to dentistry as a priority

HOUSING AND PLANNING

Recommendations	Lead agency	Response
We ask GM Retrofitting programme to prioritise disabled people in poverty.	GMCA	This is possible through the current programme, which aims to target retrofit at those who are most vulnerable. On ECO4, we can include disabled people through Route 2 (Proxy 3) or Route 3 of the GMCA ECO4 Flexible Eligibility Statement of Intent v4 (greatermanchester-ca.gov.uk) .

		We will shortly be appointing our approved installers for ECO4 who should be ready to receive referrals from March. We would like to work with the Disabled People’s Panel to discuss setting-up dedicated referral routes for disabled people.
Social Housing Providers and private sector landlords in Greater Manchester to follow the action of the Scottish Government and freeze rent increases and to introduce a moratorium on evictions .	GMHP equalities group (DICE)	<p>The GM Housing Partnership Equalities Group (DICE) has made supporting disabled people a priority for 2023 and has set up a working group to take forward actions relating to disabled people on behalf of GMHP members.</p> <p>The working group will create an Action Plan for adoption by all GMHP members, covering a range of issues including physical accessibility and adaptations to homes, cost-of-living crisis / debt issues, operating health equipment in the home, independent living and social isolation experienced by disabled people, for example.</p> <p>The working group recognises the inconsistency of data relating to disability and will also be pulling together a comprehensive data set across Housing Partnership members relating to the lives of disabled tenants. The group will also explore how GMHPs can routinely hear the voice of disabled tenants through their engagement structures.</p> <p>Trade unions, the Mayor of London Sadiq Khan, Mayor of Greater Manchester Andy Burnham, Mayor of Liverpool City Region Steve Rotherham, leaders of the Green party, think tanks and charities have all signed an open letter calling on Michael Gove to implement a Scotland-style freeze on private rents and an eviction ban to tackle the current crisis.</p> <p>The working group will attend a meeting of the Disabled People’s Panel in the early summer of 2023 to discuss their proposals.</p>
We ask the ten GM Local Authority planning committees to ensure that all new homes are built to Building Regulation M4(2) accessible' standard , with 10% built to M4(3) wheelchair-accessible standard, then this will help to address the current shortage of accessible homes in GM.	Individual GM Local Authorities	To be discussed with GM Directors of Place
Establish a Good Housing Charter	Greater Manchester Housing Providers / GMCA	<p>The Good Landlord Charter will reaffirm Greater Manchester’s commitment to deliver safe, decent, and affordable housing for all residents, and acknowledge that housing is fundamental to people’s health and wellbeing. The Charter will cover both social housing and private rented sector housing, and the aim is to define a set of clear, practical, and accessible standards that will drive up the quality of renting in Greater Manchester.</p> <p>Greater Manchester Housing Providers has been working for more than a year on standards and regulation for social housing providers in the city-region, and this work – alongside national standards set by the Regulator of Social Housing – will provide a firm foundation for Greater Manchester’s own scheme.</p>

		<p>The Charter will be co-produced with stakeholders across the housing sector, and input will be sought from partners including registered housing providers, private landlords, local authorities, and tenants' groups. Currently, social housing providers are subject to a national set of regulatory standards, covering economic and consumer responsibilities, while a different set of standards applies to the private rented sector. The aim is to give both sectors a clear route map to raising standards in all rented homes.</p> <p>The aim is to have the Charter in place by the end of 2023.</p> <p>GMCA welcomes the involvement of the Disabled People's Panel in the co-production of the Good Landlord Charter.</p>
Local Authorities to engage in co-production with disabled people when developing their Local Housing Plans.	Individual GM Local Authorities	To be discussed with GM Directors of Place
Local Authorities to increase the number of DFG assessment staff .	Individual GM Local Authorities	To be discussed with GM Directors of Place
GM Retrofitting Programme to include improvement of older housing in retrofitting as well as improving energy issues to make older housing more accessible .	GMCA	<p>The focus of the GM Retrofitting programme is on improving energy performance and is not specifically linked to age of property. However, there is a degree of correlation here, and many of the properties being improved are older. However, the grant funding available for retrofit doesn't cover accessibility adaptations to older properties.</p> <p>It is theoretically possible for our contractors to make properties more suitable for older or disabled people, but the cost of the additional adaptations would need to be borne by the homeowner.</p>
We ask GM systems to explore ways to deliver the best greenest solutions to disabled people who, because of our over representation in poverty, cannot access them otherwise.	GMCA	<p>This relates to the wider issue of affordability of the installation of low carbon technologies and retrofitting, which affects many people in poverty in Greater Manchester. GMCA has established the Your Home Better partnership, which is currently exploring lower cost finance solutions, including working in partnership with local Credit Unions.</p> <p>We are also working with the Green Finance Institute to explore ways to bring the cost of finance down. Furthermore, GMCA is exploring Green Rental Agreements, which might incentivise installing green measures for private landlords. As mentioned above, this falls within the Social Housing Decarbonisation Fund and the ECO4 programme. HM Government also provides grants through the boiler upgrade schemes available via energy providers.</p> <p>We would like to work with the Disabled People's Panel to discuss promote the options which are available to make retrofitting and low carbon more affordable for disabled people.</p>
We ask the ten GM councils to use their licensing function to ensure that pubs, bars and restaurants are fully accessible	Individual GM Local Authorities	To be discussed with GM Directors of Place

We ask Local Authorities to recruit more Access Officers to ensure policies and practices meet access standards	Individual GM Local Authorities	To be discussed with GM Directors of Place
We call on GMCA, MPs, Local Authorities and Greater Manchester Integrated Care Board to ask the Government to increase the Disabled Facilities Grants	Individual GM Local Authorities	To be discussed with GM Directors of Place

TRANSPORT

Recommendations	Lead agency	Response
Ring and Ride users love the service and depend upon it, we ask the GMCA, TfGM and Local Authorities to meaningfully co-produce improvements and reforms with this ardent user group and establish GM-wide coordinated provision.	TfGM	<p>In March 2022 TfGM colleagues shared a survey with stakeholder organisations including older people’s groups, disability groups and community groups representing a range of ethnic minorities to identify improvements to the service and perceived barriers. TfGM has also met with a range of stakeholders and user groups, including the Older People’s Transport working group, two Age UK groups, Salford Disability Forum and the Stroke Association.</p> <p>TfGM convenes the Community Transport Association forum and are working with that Forum to seek ways to establish collaborative working practices to improve service offers.</p> <p>10GM are also looking to gather evidence on hospital to home transport which TfGM will feed into where relevant.</p> <p>We introduced two additional Ring and Ride vehicles in July 2022 and a further three re-joined the fleet in Jan/Feb 2023 which will address some of the capacity issues.</p> <p>The three re-vamped vehicles have ramps rather than passenger lifts which will address one of the key themes which came out of our survey last year which was that certain wheelchair types cannot currently be accepted on our existing vehicles due to safety issues. Greater Manchester Accessible Transport Limited (Charity which manages the Ring and Ride services) will contact the 50+ people who have been affected by this accessibility issue to arrange an assessment and offer travel.</p> <p>TfGM would like to meet with the GM Disabled People’s Panel to share information about the Ring and Ride provision and discuss the potential for further improvement.</p>
Cost of transport (to education) is a barrier for disabled people. Inclusion in education can be improved by promoting awareness of access, available travel grants and continuing with the updating with the Panel of the concessionary pass scheme.	TfGM	<p>TfGM manages a range of travel concessions, which are agreed and funded by GMCA. These include half fares for children from 5-16, and two schemes for disabled people – further details here Travel pass for disabled people Transport for Greater Manchester (tfgm.com).</p> <p>Work is underway to explore application and entitlement processes that would permit those with severe Autism to apply for a Disabled persons concession. We recognise travel costs can present a real barrier for people wishing to access education, training and new skills, and would be keen to understand how we can better communicate the forms of travel support on offer.</p>

All new transport vehicles and infrastructure should meet level wheelchair access standards as a minimum.	TfGM	All new GM transport infrastructure and vehicles will comply with DDA / Equality Act requirements, including provisions around wheelchair access standards.
We ask the Mayor and Transport for Greater Manchester to continue with plans to introduce accessible buses, concessionary fares and an overall integrated transport system that puts access and affordability at its heart	TfGM	Under the bus franchising programme, all buses will be fitted with accessibility ramps and all new buses will have two wheelchair spaces, hearing loops and audio-visual announcements. There will be a progressive, rolling programme to upgrade the rest of the fleet to the same standards. The current range of concessionary fares will be maintained over the transition period as bus franchising process takes place, and further details in relation to fares will be reported in due course, noting that accessibility and affordability are key aims of the overall Bee Network strategy to improve and integrate Greater Manchester's public transport system.
There is a widespread and increasing problem of taxis operating a de facto blanket refusal to pick up wheelchair users. We recommend an easy and accessible system of logging refusal incidents directly with the Local Authority licensing team.	GM Local Authorities, licensing teams	All GM local authorities have a system for logging of refusal incidents directly with the licensing team (the process may vary, and some may be more accessible than others, but all local authorities will review what process they have in place to ensure it is as easy and accessible as possible). Reported refusals will trigger the enforcement policy, although every case will be dealt with on its merits so some may warrant immediate prosecution which would automatically trigger a review of the licence. GM licensing teams report that they receive low numbers of complaints in this regard, and no recent increase. They are keen to encourage people affected to report what is happening. They also keen to understand issue in more detail, ie whether the respondents are referring to Hackneys or private hire, if there are specific geographies where problem worse, etc. It is suggested that further work to better understand the scale and nature of the problem raised, then consider practicable remedies. We will consider the accessibility and promotion of the complaints systems used by the GM local authorities.
We ask for live fault reporting on lift faults, as many trams and rail stations are only accessible by lift, and faster repair contracts.	TfGM	When disruptions occur, TfGM/Metrolink endeavour to provide information regarding broken lifts / escalators or other physical disruptions and present it on a dedicated web-page (https://tfgm.com/public-transport/tram/lift-and-escalator-closures). TfGM are currently investigating how this can be incorporated into journey planning in the new Bee Network App that will go live Summer 2023. With regard to GM's rail stations, which are maintained and operated by Train Operating Companies (TOC), the industry currently reports live lift faults at their stations online, albeit in a somewhat fragmented way via their websites.
We ask GMCA, Network Rail and TfGM to work with disabled people's organisations in their applications to central government for funding to improve station accessibility (for instance Access for All funds and Community Infrastructure Levy)	TfGM	GM is taking a proactive approach to improving accessibility in rail stations across the conurbation by developing a pipeline of prioritised schemes to receive an accessible route into the station and to and between each platform. Working with Network Rail and Train Operating Companies, schemes are being delivered through the Department of Transport's Access for All programme, TfGM's City Regional Sustainable Transport Settlement (CRSTS) and other funding opportunities as

		available. Scheme development and delivery is supported through ongoing engagement with local disability groups and TfGM’s Disability Design Reference Group. TfGM will attend a Panel meeting to describe the work which is ongoing in response to the survey and also discuss how it might work with the Panel and DDRG to lobby Government.
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EDUCATION, ECONOMY, WORK AND SKILLS

Recommendations	Lead agency	Response
GM should work locally with the DWP to ensure it is more accessible and more supportive.	DWP GMCA	JCP have Disability Advisors across job centres which support work coaches to advise. Local DWP initiatives in GM include: <ul style="list-style-type: none"> Wigan is one of 11 Health Model Offices that has been selected by DWP nationally to test out ideas and initiatives to provide improved support for customers with health conditions and disabilities. Rochdale and Oldham cluster are running a pilot with GPs with five Disability Employer Advisors (DEA) in surgeries offering support to adapt fit notes and encouraging patient engagement with Job Centre Plus support. Salford Cluster has commissioned specialist provision through the Dynamic Purchasing system for dyslexia, 1-1 autism support, mental health support and coping strategies for anxiety. Furthermore, the Supported Employment Services programme takes referrals via the JCP. Good links have been established with DEA/ DEALs across GM. This network could be involved in implementation of more accessible and supportive strategies. The GM Youth Hub project, of which DWP is a partner, is looking at accessibility as part of core offer. Work is ongoing to launch improvements to the Health Adjustment Passport , which can be used by disabled people to identify what help and changes are available to help them move into work or stay in a job.
We ask the Greater Manchester Good Employment Charter to educate employers and employees about the Access to Work scheme and publicise it to encourage take up.	GMCA	The Good Employment Charter team have been working with Breakthrough UK and their lived experience panel members to co-produce a resource for employers which will not only raise awareness of the workplace inequalities associated with disabilities but will collate resources aimed at supporting employers to address these issues (including Access to Work). This resource will be launched at an in-person event to be held later in 2023. The GMCA Careers Hub has established a relationship with the Good Employment Charter who presented at the Bee Inclusive SEND Conference. The Business Growth Hub is running webinar sessions about the Access to Work Scheme for local businesses and there is an opportunity to promote this through commissioned employment programmes.

		GMCA will have a conversation with local JCP / DWP team to better understand process and opportunity for education around Access to Work
Explore how GM might support the establishment of Personal Assistant co-operatives , noting that wage pay level makes recruitment and retention of PAs very difficult, along with visa restrictions	GMCA	Support with developing co-operatives is available via Co-operatives UK , or through agencies such as CMS Coop :: Home . Promotion and support for inclusive business ownership models in Adult Social Care is a key theme for the proposed GM Inclusive Ownership Platform, which is currently in development.
We recommend education departments stop the costly and time-consuming effort of fighting to deny support and instead co-produce with disabled students good quality Education Health and Care Plans .	Individual GM Local Authorities	Co-production is covered through the SEND Code of Practice January 2015.pdf (publishing.service.gov.uk) The GMCA Careers Hub supports all 32 GM SEND schools, to deliver high quality careers and transitions education. This is a statutory requirement with the objectives below with schools developing curriculum programmes aligned to EHCPs and reviewed through PEPs. Families are expected to be part of the creation of the EHCP and to contribute to the reviews. This is LA responsibility and should be happening where appropriate for the young people. The challenge comes where an institution is not equipped to provide the level of support a young person needs to do well. We will explore further opportunities with the GM SEND Group. The recently announced Trailblazer Devolution Deal should also enable greater control over post-16 technical education.
Waiting for diagnosis can take years, leaving children and young people with no support pending a diagnosis. We recommend instead that anyone who is seeking a diagnosis is treated as having that diagnosis for the purposes of needing support .		SEN Support plans in education settings should be in place to support young people. SEND Code of Practice January 2015.pdf (publishing.service.gov.uk) The SEN support plan is an iterative document which captures the needs of young people in education, this forms the basis for any submission for an EHCP so where young people have needs, they should have one of these and professionals should be reviewing what works/what doesn't regularly with the young person so they shouldn't have to wait for a diagnosis.
Disability support in university continues to be inadequate, we recommend an increase of funding and staffing and Panel/DPO approved Disability Equity Training .		All GM Universities publish inclusion statements. We will ensure the feedback from the survey is shared through the Civic University Agreement and the GM Higher group Home - GM Higher . Universities should be checking in with students who have disabilities to make sure they have all they need to do well/access, this should be part of their inclusion function.
We ask GM wide systems, organisations, and institutions to improve the collection of data on employment levels, job retention and career progression (for disabled people).		Data is collected for commissioned employment programmes, most of which target people with disability and long-term health conditions. Further analysis is required however to measure impact, progression etc. Data analysis is currently underway overlaying programme and demographic data – this will be used to shape and target future commissioned programmes.
We ask GM wide systems, organisations, and institutions to set targets to reduce the disability employment and pay gaps .		There are a range of GM programmes into which target wages and wage gaps are set, including the Work and Health programme, the GMCA Careers Hub and GMCA is currently working with IPS (Individual Placement and Support) Grow and both Mental Health trusts to establish a GM data

		<p>set for individuals with Severe Mental Illness accessing IPS support through all services, not just the CA commissioned service.</p> <p>The Growth Company has launched a new service to help businesses diversify their workforce, and reducing / preventing pay gaps is part of this work.</p> <p>The current Living Wage City Region campaign has targets for the number of employees paid the real Living Wage in Greater Manchester, the number of Living Wage accredited employers, and the number of employees working for accredited employers. Specific targets on disability employment and pay can be added next year (2024) when the campaign plan will be up for renewal.</p>
Ask the Government for greater resources to reduce the backlog of assessments by the DWP's Access to Work service.	GMCA	We would like to explore how we might best work with the Disabled People's Panel to influence Government on reducing the backlog of assessment for Access to Work, setting targets nationally to reduce disability employment gaps and deliver disability equity training for staff at DWP and other government departments.
Lobby government to set targets to reduce the disability employment and pay gaps.		
We recommend Panel/DPO approved Disability Equity training and expansion of initiatives in Greater Manchester to improve on national DWP practices, as already seen in the Work and Health programme.		

GM STRATEGY – TACKLING INEQUALITY

Recommendations	Lead agency	Response
We ask GMCA and the ten Greater Manchester Councils to consider how to ensure that the voice of the Greater Manchester Disabled People's Panel is heard at the highest levels and to confer participatory powers in the decision-making process, as far as democratically possible.	Tackling Inequality Board	<p>The depth and integrity of this proposed response will demonstrate that the voice of disabled people and the GM Panel is very much being heard at a Greater Manchester level and does influence the work of GMCA and its partners. Local authorities have also received and are responding to the report of the Big Disability Survey.</p> <p>GMCA is responding to the findings of the recent LGA Peer Review and are exploring how the CA might strengthen the impact of GM Equality Panels through stakeholder engagement and continued financial investment.</p> <p>Further action is required to explore the best ways for Disabled People's Organisations to engage in each district, particularly given the difficult financial situation and lack of capacity which they are experiencing.</p> <p>GMCA will undertake a review and evaluation of impact of all GM Equality Panels to understand how they can best influence strategy and decision-making.</p>

<p>Fund Disabled People’s Organisations and the Panel to Develop Disability Equity training and approve it for rolling-out to Local and City Region-wide institutions.</p>		<p>At the current time, GMCA is not aware of any Disability Equity training being delivered. However, there has been successful ‘Social Model of Disability’ training taking place in individual districts, which could be replicated elsewhere. GMCA will explore whether Social Model training, previously run in Manchester by Breakthrough UK and GMCDP, can be adapted and rolled out for GMCA and local authority staff. This will focus on fixing the barriers in the system. There is an opportunity to facilitate local partnerships to allow co-design of training and its roll out.</p>
<p>We recommend that the GMCA, the ten Greater Manchester Councils and GM NHS Integrated Care Partnership adopt a rights-based approach and urge the adoption of the Socio-Economic duty across GM We recommend that the ten Greater Manchester Local Authorities work with GMDPP to establish a framework for measuring the progress of disabled people’s rights</p>	Tackling Inequality Board	<p>In the autumn of 2021, the Disabled People’s Panel hosted a conversation with GM stakeholders which included discussion of a rights-based approach. A Rights-based approach should relate to all communities of identity, not just disability. Although the majority of Human Rights are in the Equality Act further work is needed to build from an understanding of the Social Model, including what this means in practice and the service implications. Several GM local authorities have officially adopted the Socio-economic Duty, and others have included it in their anti-poverty strategies. The majority of GM local authorities have included socioeconomic disadvantage as a local protected characteristic in their Equality Impact Assessments. GMCA will consult with individual Local Authorities around their individual approaches relating to Human Rights and the Socio-Economic Duty. We are developing a position statement on our response to poverty. This will explore our strategic approach, describe work which is taking place and ensure that GM led activities are visible, coordinated and complementary to one another, while working with, adding value and capacity to district led activity aimed at addressing poverty and socio-economic disadvantage.</p>
<p>We recommend that the GMCA, the ten Greater Manchester Councils and GM NHS Integrated Care undertake cumulative impact assessments that look at the intersecting aspects of public service design and provision</p>	GMCA / GMIC	<p>GMCA uses a Co-benefits Decision Support Tool created in partnership with the University of Manchester. This Tool provides decision makers with a high-level assessment of how a decision meets GMCA policy goals and can facilitate a process of revising decisions to more fully meet these goals. Users self-assess against nine impact areas (Equalities, Health, Resilience & Adaptation, Housing, Economy, Mobility & Connectivity, Carbon, Nature & Environment, Consumption and Production and the 2038 Carbon Neutral target). GM Integrated Care is developing its proposals in line with the wider principles and areas of focus set out for ICSs by NHS England and the Health and Care Act 2022 strengthen the requirements to ensure we are actively addressing inequalities and advancing equality. GMCA will work with GM Integrated Care to roll out use of the Decision Support Tool. The aim will be to embed sustainability and equality principles into the development and delivery of the CA’s key policies and programme priorities. We will also seek to optimise co-beneficial outcomes in the</p>

		Greater Manchester Strategy through `support and challenge` with the communications team, policy teams and research team, Local Authority Districts and other partners. We will explore how the Socio-Economic Duty can be incorporated into this Tool and use this work to look at the implications of adopting a Rights-based approach.
Creation of a permanent source of Greater Manchester funding to support disabled residents seeking selection as elected representatives and to support their disability-related campaigning costs. We ask GMCA to create a leadership programme for disabled people.	GMCA	GMCA has funded a Civic Leadership Programme , and there are disabled people on this programme. However, the main focus is on supporting people of diverse racial backgrounds.
To undertake an awareness-raising campaign about disabled people's voting and political participation rights.	GM DPP / GMCA	This campaign could be led by the Disabled People's Panel or GM Coalition of Disabled People, in conjunction with other DPOs or charities. GMCA Communications and Engagement Team would amplify the messages using its social media channels. For example, the national Accessible Voting Day aims to promote the rights of people with disabilities to take part in politics and vote. The event also aims to raise awareness of why voting and elections are hard for some people, to help make voting more accessible. It takes place every year on the first Thursday in March.
Look at options for establishing an independent anti-discrimination body to tackle breaches of the Equality Act.	GM DPP / GMCA	GMCA has been liaising with the Equality and Human Rights Commission on the recommendation made by the Inequalities Commission. However, it appears that there is a lack of relevant powers and levers in the public sector. Instead, the public sector must use complaints mechanisms which are linked to registration or licencing – for example with Taxi Licencing – before it has the power to take action against an individual or business. A programme of joint awareness raising is needed targeted at disabled people, showing them how and where to complain, how to blow the whistle on poor employment practice, and where to report crime, for example.
We ask all ten Greater Manchester Local Authorities to ensure that all disabled voters have exactly the same options for casting their vote as non-disabled electorate	GMCA	The ten Greater Manchester Local Authorities are working with the Disabled People's Panel on elections to identify and implement measures to improve the accessibility of polling stations for disabled voters and to raise awareness about the different options for voting and the assistance available. As a result of changes in the law, all voters at polling stations from May's local elections onwards must show a permitted form of photographic id in a polling station before they can be issued with a ballot paper. Electors who do not already hold a form of permitted photographic id, can apply for a free Voter Authority Certificate (VAC), via the government's website or using a paper form. Greater Manchester Local Authorities are able to provide assistance with making an application for a VAC, where this is required. An Electoral Commission run national communications campaign, with additional GM comms, is underway to raise awareness about this new requirement. Information and materials will be made available in a range of different accessible formats.

		This work has only just started and there is a lot more to do in the next couple of months. There will also be further work to do going forwards not least because of other changes on the horizon, which we expect to come into place before the Mayoral Election in May 2024. It will be important to keep working closely with the Disabled People’s Panel on this issue.
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CRIME AND COMMUNITY SAFETY

Recommendation	Lead agency	Response
We ask Greater Manchester Police and GMCA to resource an extensive campaign across Greater Manchester to prevent and raise awareness of disability hate crime.	GM Hate Crime Working Group	<p>Officers from team of the Police and Crime Commissioner (PCC) met with the Disabled People’s Panel during the development of the GM Hate Crime Plan 2020-23.</p> <p>Since that time, a place has been made available for a Panel Officer to attend the Working Group meetings.</p> <p>As part of this Plan, an extensive public campaign has been undertaken focussed on Hate Crime reporting.</p> <p>As part of the proposed campaign, small grants have been issued by the 10 GM local authorities to raise awareness of Hate Crime reporting in their own communities.</p> <p>Intersectional conversations about Hate Crime have also taken place with the Working Group of the GM Equalities Network.</p> <p>Furthermore, a mapping exercise is also taking place of Hate Crime Reporting, which will feed into a review of the effectiveness of the mechanisms in place.</p> <p>It is proposed that representatives from the Police and Crime Team meet with the Disabled People’s Panel in early summer 2023 to discuss:</p> <ul style="list-style-type: none"> • The success of the Hate Crime Reporting Campaign • The ongoing review of the effectiveness of methods for people to report Hate Crime in GM • The proposed review of the GM Hate Crime Plan, to get the Panel’s input to the Plan for the next 3 years

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OTHER AGENCIES

Recommendation	Lead agency	Linkages and what’s already happening
We ask all the political parties to make their meetings and selection processes fully accessible	GMCDP	Disabled People’s Panel to approach political parties.

Political parties should build on the data gathered by the Local Government Association and the Cabinet Office about disabled candidates to establish the effectiveness of these measures and to benchmark progress to significantly improve levels of representation.	GMCDP	Disabled People's Panel to approach political parties.
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ANNEX 2 - GM Big Disability Survey - Summary of work across Greater Manchester

1. Bolton

At Bolton Council we are currently using the findings from the GM Big Disability Consultation to inform and address inequalities across different workstreams. This includes the following:

- The evidence base has helped to inform the Cost-of-Living borough wide events – delivery, content and accessibility.
- Additional consultation has taken place at a local level to look at the cost-of-living impact and subsequent support needed.
- Information cascaded to officers and partners to inform local Directorate programmes of work.
- Informing the development of a Poverty Strategy, which is currently in development.
- The datasets are supporting the delivery approach for the Household Support Fund, with a proposal to set aside funding for residents with disabilities.
- Currently monitoring our funding programmes, including the Hardship Fund, to determine which protected characteristics are accessing support and determine whether there are barriers to access.
- Informing our marketing, communications and event plans for inclusivity, this included the King's visit in January 2023 and the forthcoming Food & Drink festival in August 2023.
- The datasets are informing the delivery of the UKSPF projects, with reference to infrastructure.
- The dataset is helping to support service delivery in Children's & Adults Services.
- Informing our training delivery model for frontline staff in customer service and Equalities.
- Regularly monitoring of our website for accessibility.
- Digital Champions staff have undertaken Ability Net training, looking at ways to improve digital accessibility. This training will be cascaded to the Council's volunteer network to support community engagement in digital accessibility.
- Informing workforce support for disabled employees, as well as inclusive recruitment practices.

2. Bury

2022 was Bury's year of focus on Disability, during that time we have a Disability Action Plan (produced through our Inclusion Working Group which includes a disabled employees' Staff Group and which promotion of the survey and review of findings were tabled focusing on:

- Making Democratic Services more accessible - We are actively encouraging groups who work with people with disabilities to attend committee meetings We are currently looking into making committee papers Read Easy and printing in different formats.
- A toolkit is being created on how to build and make already existing buildings more accessible.

- Developing a guide to make consultations accessible and inclusive (quiet spaces, description of space and layout, virtual and in person events, digital exclusion etc)
- We are creating a steering group with local VCFSE groups who support people with disabilities to check and challenge our policies and processes.
- In December we hosted a conversation with staff with disabilities on how we ensure we're a safe organisation to work for, for people with disabilities. From this we are looking into the way we recruit by actively sending emails to interviewees with a list of reasonable adjustments for them to choose from (with other as an option) so that the onus isn't on them to reach out to us.
- We also have an e-learning module on disability which is being actively promote.

3. Manchester

Manchester City Council has used headlines from the survey for the past few months when presenting on the need to embed an addressing inequalities approach within health and care programmes and to support the production of meaningful Equalities Impact Assessments. This has included the Manchester locality GP Board, locality primary care groups, the GM Elective Care Reform and Recovery Programme Board and the GM Community Diagnostic Centre programme leads meeting. Key issues discussed have included disabled people still not wanting to leave the house and the need for service providers to make adaptations and analyse who is attending appointments (and not).

The survey was used to inform the transition of the Our Manchester Disability Equality Plan and Board into the [Manchester Disability Collaborative](#). This is the strategic group which leads on progressing the equalities agenda for disabled people in the city. The results of the survey fed back into the coproduction and supported the final collaboration event, giving our stakeholders a broader, GM-wide context of the issues faced, and ultimately supporting the creation of the workstreams and annual priorities for this and next year for the Collaborative.

[The Our Manchester disability plan | Manchester City Council](#)

4. Oldham

- Following the Big Disability Survey, we are reviewing our Equality, Diversity and Inclusion Strategy, ensuring it reflects the findings and recommendations of the survey report. We are also taking an item on the Big Disability Survey findings to our Oldham Partnership meeting in June to explore how the wider partnership can better support disabled people across the borough.
- A Health Inequalities Plan for Oldham has been developed and signed off by the Health and Wellbeing Board in June 2022. The primary outcomes which the plan is aiming to achieve is to reduce the gap in life expectancy and health life expectancy within Oldham, and between Oldham and the national average, ensuring that all residents, including people with disabilities, can experience the best possible health and wellbeing throughout their lives.

- In Oldham we have also committed over three million pounds of new funding to help residents through the cost-of-living crisis. This investment aims to help our communities, especially our more vulnerable communities, including people with disabilities to get the support they need, while also providing longer-term help, ensuring that our most vulnerable residents don't fall into crisis and are accessing all the support they are entitled to.
- Following the findings of the Big Disability Survey, we are forming a task and finish group to develop a fair approach to accessing our services, with consistency across the council embedded through our Resident First approach. This includes consideration of:
 - Physical disabilities
 - sensory impairments including hearing impairments, visual impairments and deafblindness,
 - learning disabilities,
 - neurodiversity including Autism
 - English as a second language and
 - Dementia.

This represents an initial identification of access needs. There will be further access needs to consider and address as we engage with residents, members, services, and partners.

- We currently use several forums to engage with residents with disabilities, including through our VCFSE partner, Action Together, and through Oldham's disabled people's panel, facilitated by the GM disabled people's panel.

5. Rochdale

Rochdale is using the finding and recommendations from the GM Disability Report in the following ways:

- It helped inform the warm spaces sustainability assessment and Rochdale's subsequent approach and offer.
- It is informing Rochdale's Poverty Strategy, which is currently in development.
- It has helped inform the offer we have made through the Household Support Fund. Rochdale has specifically targeted organisations assisting households, which are reliant on medical equipment to assist with a disability/medical condition making fuel and food vouchers available.
- It has informed the criteria for assessment for Rochdale's Warm Homes Scheme, which offers assistance in replacing boilers, windows etc to households facing hardship.
- Rochdale Council's customer services team (recognising the impact of digital exclusion) will shortly provide a face-to-face offer around the borough, to ensure that residents are in receipt of all the financial benefits, which are available to them.
- Adult care team has have committed to reviewing the care charging policy in summer 2023 and have developed a new Financial Wellbeing Team who are working on a resource around pro-active benefit checks and support for Adult Social Care service users.

6. Salford

We've been busy in Salford with a number of areas identified from the recommendations. Some work is council specific, some VCSE-led and some were CCG – now Integrated Care Partnership.

As a council

- Equality Impact Assessments – are carried out part of this process issues impacting on disabled residents are identified are addressed or mitigations identified. As Salford has become more diverse and a large population growth, we are also identifying more intersectional issues.
- We have a robust digital Inclusion strategy – council led, but delivered via a partnership network across Salford, with key focus on the most excluded.
 - Targeted actions to support disabled residents have included Tech and Tea drop in's in community venues which are low-level digital skills community programme,
 - support delivered by Henshaw's within a community venue with the view to rolling the specialist support out across the city.
 - Equipment and support have been given to Salford Disability Forum and also to Salford Deaf Gathering.
 - The digital inclusion team carry a broad range of mainstream and specialist hardware/software to ensure they deliver a tailored approach to our residents.
- Salford Disability Forum are one of the 4 organisations to receive a grant from the council which contributes to their running costs. A good working relationship between the SDF board and the equalities and inclusion lead is well established.
- Work in partnership with Salford Deaf Gathering is being developed. The work is focused on; improving council processes when engaging with our d/Deaf residents, inclusive communications, ease and access of council services and support needs of the d/Deaf community, raising staff awareness of how to book and access to BSL and trialling video relay.
- Work with Public Health – As part of the Covid response in Salford, a number of community organisations were funded to engage with their communities to get key messages into communities. Post Covid, this work with our “Trusted Voices” organisations has developed in order to build skills and capacity for the grassroot organisations in order to address health inequalities and barriers. (these have included a series of equity engagement events and skills development) Members of disabled organisations have been part of this initiative.
- As part of the skills and employment workstream Salford supported employment service has secured funding to support 140 participants over 2 years. Salford Supported Employment Service ran by Salford City Council and the Growth Company will help adults with autism or learning disabilities who are currently unemployed to find suitable paid jobs. The service will provide people with one to one support, including in-work training and guidance for both the new recruit and employer, which can include minor workplace adjustments which could benefit all their employees.
- Salford Women and Girls' commission - As part of an initiative to identify and address issues impacting on women and girls who live or work in Salford, targeted

engagement sessions were carried out to consult with disabled women's groups and attend listening events to ensure disabled women's experiences were included. Identified Issues were fed into the final report and recommendations and have informed wider equalities work.

- A presentation from the disabled people's panel to the council's corporate steering group which is chaired by our CEO is being arranged.
- Salford workforce disabled staff forum, Equal In Salford – is rescoping and reviewing its TOR and wants to strengthen how it informs and contributes into the council.

Salford CVS with support from the council secured funding for;

- A development worker to provide bespoke development / capacity-building support over a 12-month period for Disabled-people led and impairment-focused groups, specifically sensory and physical impairment-focused disabled groups.
- A funding pot to strengthen sensory and physical impairment focused community and voluntary groups / organisations in Salford.
- Create, develop and support a Network for groups / organisations to participate in with the aim of it becoming self-sustaining after 12 months
- Set up a network for Disabled-people led and impairment-focused groups, specifically sensory and physical impairment-focused disabled groups
- Commissioned inclusive communications training, disability awareness training, funding a support worker for the D/deaf community 2 days a week and grants to a number of disabled led VCSE organisations.

Salford system

- Our Salford wide equality strategy has a robust action plan linking to the objective. Three of the objectives within the strategy, clearly cross with the panel's recommendations. These are -
 - People are visibly represented in decision-making and have their differences valued,
 - People have equal physical and digital access to services and spaces
 - People are communicated with in the right language while receiving support to access mainstream information

Council officers are meeting with the new chair of the Salford Disability Forum to look at how we can further the recommendations in Salford.

7. Stockport

- Social Care Charging project – 6-month project with the aim of maximising disabled people's benefits and supporting people to navigate the social care charging process and submit claims for Disability Related Expenditure (DRE) to reduce charges responding to concerns from the disabled community in Stockport. Disability Stockport is working with the Social Care team at Stockport Council to improve internal systems for disabled people.
- Direct Payment Action Group – This group was established following the announcement of the new direct payment policy in Stockport (Sept 2021) to ensure compliance with the

Care Act. The information from the survey has been shared with members and has helped to add weight/justification to work to revise the policy.

- Bus pass renewal – Disability Stockport is working with the council and TfGM to improve the accessibility of transport services for autistic people, by ensuring that discretionary travel pass forms are stamped for people known to their services. The information from the survey has highlighted the cost-of-living crisis experienced by the majority of disabled people and subsequently has assisted us in our conversations with the LA.
- Warm spaces - Stockport Council is rolling out a communication campaign targeted at elderly and disabled residents to provide information on prepayment meters, their rights as consumers related to being forcibly switched onto prepayment meters and around 'self-disconnection'. We have supported the GM work to influence energy companies to prevent forcible switching onto pre-payment meters and wrote to the appropriate Magistrates Bench about this.
- Advice services - in Stockport, we are consolidating our core debt support, welfare advice and information offer, adding a cost-of-living advice line, and investing in both benefits uptake work and Neighbourhoods based outreach.
- Retrofit - The Council's on-going relationship and coordination with Age-UK and our Climate Action Now strategy is helping us offer small-scale retrofitting support across the borough.
- Engagement with disabled people – Stockport Council is working closely with Sector 3 (our VCFSE support agency) to re-launch a disability network which we will fund. The network will focus on engaging DPOs and people living with a disability. We are considering how we can incorporate the voice of lived realities into our EDI training and would support the GM Panel if they rolled this out.
- Learning difficulties - Stockport has strong disability focused programmes, e.g. SEND, Autism, etc. which include the voice of lived experience.
- Household Support Fund - Disability Stockport has been nominated as a Trusted Partner to help distribute 100k of the Household Support Fund to disabled people within Stockport. Each payment can be personalised to meet the needs of the recipient.
- The Big Disability Survey has been used by Disability Stockport in a funding bid. They received £70 each for 300 disabled people in the borough, and although a small amount, this can make a difference. It also helps to forge relationships with commissioners within the LA.

8. Tameside

Tameside Council has used the survey findings as part of the evidence base in the establishment of a number of new Strategies that are either in development or launched, specifically:

- Equalities Strategy - launched in February.
- Poverty Needs Assessment - Launched in November
- Tackling Poverty Strategy – Launched on 16th March.
- Engagement Strategy – In development
- Adult Social Care Strategy – In development
- Carers' Strategy – In development

The Report has also been circulated to our Inequalities Reference Group and will be used in the development of some new workstreams for the next 12 months.

Tameside's Poverty Needs Assessment includes using the "GM Big Disability Survey 2022" to push for changes across the city region and they have used the recommendations to drive several actions: These include: Promoting the independence, rights, choice and inclusion of people who have learning disabilities in the local area and across GM; Routes to Work, a Supported Employment service provided by Tameside Council, offering advice, support and practical assistance to local disabled residents, Learning Disability and Autism Partnership Boards and establishing a GM Partnership with Activity Alliance to improve participation of disabled people in sport.

Tameside has a Shadow Learning Disability Board. This is run by People First Tameside and is a user-led group independent of the Council. This has a supporting function to our Learning Disability Partnership Board.

Other engagement arrangements include:

- In Adult Social Care, there are Autism Post-Diagnostic Peer Support Groups.
- All Learning Disability supported accommodation schemes have user-led meetings which meet regularly.
- In Children's Services, there are Parent-Carer forums for parents/carers of children with SEND.
- There are informal networks around children with disabilities ran by an organisation called Our Kids Eyes.
- A loose partnership of providers is run by the Together Centre.

The Council also holds Big Chat events, where a variety of engagement of activities for people with lived experience can attend.

9. Trafford

Engagement activities in Trafford which have been informed by the Survey include the following:

- Trafford Deaf Partnership (TDP) which brings deaf residents together with representatives of organisations such as GMP, Trafford NHS ICB Locality, (formerly Trafford CCG), Healthwatch, various Council service areas e.g., Adult Social Care, Licensing & Taxis, Bereavement Services and Manchester Deaf Centre. The aim is to advise on how to make services more accessible to deaf people especially those who use BSL and require BSL Interpretation services. The TDP meet bi-monthly at Trafford Town Hall.
- Beyond Empower / Empower You who support healthy, active lives for disabled people and work to make activities more accessible for disabled people learning from their lived experience. [Empower You - Beyond Empower](#)
- We have an extensive list of groups run by and working with disabled people in Trafford and share these lists with lead officers who organise consultations on local initiatives and improvements. For example, our Planning Team are currently working on a bid for

funds to improve Longford Park and Stadium in Stretford, so these groups are being invited to put forward suggestions on design improvements and accessibility etc.

- Trafford Deaf Advocacy Service is funded by our Commissioning Team, and work closely with TDP and partners, providing a liaison and advocacy service between individual deaf residents and service providers particularly in health care, local businesses, Council Tax team, DWP etc.
- We have BlueSci that offers that is Trafford Community Mental Health Services – some activities commissioned by the Council and work closely in partnership.
- Voice of BME Trafford offer exercise classes such as ‘healthy hearts and hips’ to local people particularly those from African, African-Caribbean and Asian communities. Some activities commissioned by the Council and work closely in partnership.
- Trafford Disability Drama Group for adults ‘living with disability labels’ - [Trafford Directory | Trafford Disability Drama Group](#)
- Lived Experience Advisory Panels (LEAP) - Parents Forum's Lived Experience Advisory Panels are for Trafford parent carers who have lived experience of SEND services, and who can share their insights and experiences.
- We have a concessionary leisure pass for disabled people.
- Trafford Carers Centre [Contact us \(traffordcarerscentre.org.uk\)](http://traffordcarerscentre.org.uk)
- We have had discussions with Beyond Empower and Trafford Community Collective together with the GM Coalition of Disabled People with about forming an umbrella organisation that could be voice for disabled people living in Trafford – more work to be done but capacity is a barrier to progressing this.

10. Wigan

Wigan Council has noted that the recommendations came at a great point for Wigan, it will influence the new equality approach and the new era of the Deal. We are connected with the GM Disability Panel through our EDI member – Embrace and we also have great working relationships with other local groups who are championing disability equality.

Specific pieces of work include:

- We will be working with our preferred providers to develop the new era of The Deal. With specific focus on:
 - inequality and a commitment to address it throughout our philosophy, strategy, and approach.
 - community health and wealth building and sustainability as key ingredients to improving outcomes for residents, communities, and businesses.
 - a more confident, mature, and systematic approach to deep engagement and co-production at strategy, service and operational levels.
- Through the Deal for adult social care and health we take a proactive approach to supporting people to live their best lives.
- We focus on people’s strengths, assets and skills to help them achieve their aspirations and support overall health and wellbeing.
- Shared lives service - [What is Shared Lives? \(wigan.gov.uk\)](http://wigan.gov.uk)

- We have two health development officers working with our supporting living teams who work closely with both residents and staff and have been using a test and learn approach to supporting them with changes and improvements in health and wellbeing, including food, shopping, cooking, being active, getting connected etc. They are seeing positive changes and engagement from residents and staff.

Disabled people's living conditions.

- We are currently in the process of completing a new asset management strategy which will focus on providing quality homes for all.
- We also have an ambitious new build programme which includes extra care facilities in the heart of communities.
- In addition to this we have a committed aids and adaptations team whose prime aim is to ensure people can remain in their own homes and receive the adaptations to do this- this is a positive step and we have seen an increase in referrals as we recognise that being in your own home has a positive impact on individuals long term health.

Social care (charging)

The council continues to contribute to national work and lobbying for changes to the way adult social care is funded to reduce the burden on local residents, and for a sustainable funding settlement for local government and adult social care.

Training (culture change)

- Our Senior Management Team took part in a Leadership training day (Nov 2022), which was hosted by two local groups (including a local disability training provider CIC). We intend to repeat this again in 2023.
- An internal inclusion plan has been drafted and been codesigned with staff.
- We are working to commission a local provider to work alongside us and increase knowledge and understanding around EDI, and the protected characteristics including disability.
- We also currently work currently with a local provider who delivers bespoke disability awareness workshops to some areas of the organisation and specific training. For example, around positive risk taking when working with disabled people.

Voice of the disabled People

- Community Capacity Officers (CCOs) in neighbourhoods can support residents to set up their own group or to connect with existing groups. Help with setting up a constituted group.
- CCOs can work with VCFSE organisations who are supporting disabled residents to ensure they can be fully accessible. For example training, adaptations.
- CCOs linking groups into different Council departments, e.g. events team.
- Provide external funding support to community organisations supporting disabled residents, some recent examples include (but not inclusive) The Hamlet £10k, Standish Lip Reading Society £10k and Ashton Deaf Club.

- Support other Council teams looking to access funding to support disabled residents – The Communities team have worked with the 'Be Well' team to identify funding to install new pool pods for wheelchair users.
- Making sure that groups have the opportunity to network with each other through neighbourhood networks and our boroughwide network.
- Wigan Council attends Wigan Access Committee, a local advisory group. We address and issues raised and currently supporting them to recruit new members.

Digital

- Henshaw's are providing a provision of digital enablement support for adults with visual impairments. This includes assessments, technology training, help with grant applications (to support purchasing digital equipment), skills for seeing training, digital information, advice, and guidance. Our web and innovation team are shadowing some of this work so we can learn from the lived experience of those with visual impairments (trying to use tech and get online). This project is for 12 months which started in January 2023.
- We are continuing to look how we gift tablet devices and Echo Shows to disabled adults (over 18s) or over 50's. Recipients will receive volunteer support to use the device and learn basic digital skills. We are also developing further training for our TechMate volunteers and the council team. staff on the different software/assistive tech to help people to get online.

Leisure

- The local Be Well leisure offer for disabled people [Active Inclusive \(wigan.gov.uk\)](https://www.wigan.gov.uk/active-inclusive) alongside the wider leisure offer.

Cost of living/ Maximising income

- Adopted the Socio-Economic duty in Wigan in 2019.
- Carer is also a local protected characteristic in Wigan.
 - Staff support who are carers include Carers Champions
 - Carers are entitled to 10 days(pro-rata) carers leave per year. This is in addition to Special Leave, this offers vital support for our staff who are carers at those times when they need it most.
- Working with and principal member of the GM Poverty Alliance.
- Within the Household Support Fund October 2022 to March 2023, Authorities had the flexibility within the scheme to identify which vulnerable households are in most need of support and apply their own discretion when identifying eligibility, in doing so particular consideration should be given to households who cannot increase their income through work. Wigan's HSF for this period for households with disabled family members was households in receipt of Council Tax Disabled Band Reduction received a single award of £80 (awarding £104k across the borough). There will be no application process with payments being made by Post Office cash voucher or directly into bank accounts. (Cash first is a key priority in Wigan).
- Income Maximisation is a priority, engaging with our residents making sure every contact counts, through our welfare rights teams, welfare support and our Here for You campaign.

- Age UK offer income maximisation for older adults and older adults with disabilities; as well as handyperson services to help people stay safely at home for longer.
- Money Advice Referral Tool developed in partnership with Greater Manchester Poverty Action Group (GMPA) – the aim of the tool is to help identify appropriate expert organisations to refer residents struggling financially to, to maximise their income and reduce their need for emergency assistance in the future. We have launched the tool in Wigan, and this is being used across our warm welcoming spaces and other VCSE organisations.
- We cascaded the GM Winterwise booklet to support older adults and older adults with disabilities with advice and guidance for keeping well during winter, which included a wide range of information from income maximisation (e.g., promotion of pension credit top up); strength and balance; eating well; etc [Winterwise guide - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/winterwise)
- The council has developed a programme of support '[Here for you](#)' and organised a large scale partnership event on 15th November.
- Our [Supported Employment Service](#) (SES) is to support people with a disability or long-term health condition to gain and sustain paid employment.

Data

Data gathering forms a key part of the part of our Equality Impact Assessments. Specifically, the Impact Analysis action plan which requires decision makers to gather the existing information available, to identify whether the proposed strategy/project may give rise to a discriminatory outcome or unmet need. All projects/changes are expected to have an EIA.

- We are refreshing our approach to EIAs and support given to staff. Within this review we will be looking how best to undertake an annual cumulative impact assessment
- In Wigan, as an employer, our Organisation Development Inclusion and Talent Team have been reviewing how to improve the recording of equality information of our staff to help us support individuals.
- We are currently developing interactive Census based datasets which will be made available online for staff and communities to use. Included in this will be data on age, sex, race, religion/belief, gender identity, sexual orientation, disability, legal partnership status and armed forces.

Disabled people's voices

- Funding to support disabled residents
- In Wigan we are about to embark on a large engagement project to influence a new Wigan borough equality approach. Happy Smiles CIC (Disability equality training provider) are joint Independent Facilitators for the engagement project (With Everything Human Rights). We also have a few additional VCFSE members with a focus on disability as members of the EDI Steering Group and Equality Strategy Design Group.

Working with the **Greater Manchester Disabled People's Panel**

- Membership on the GM Equality Officers group

- We are due to meet with Wigan and Leigh Embrace who sit on the GM Disabled Peoples Panel to discuss how Wigan can implement the recommendations and how the report can influence the new Wigan borough equality approach.
- Disabled people equality community groups, including Wigan and Leigh Embrace on local EDI Steering Group.

Disabled voters

We have written to all residents with a household notification letter with a postal vote application for non-postal voters, this gives an alternative option for disabled voters.

Other communication include:

- Council Tax booklet, borough life magazine,
- housing residents' weekly newsletter,
- social media,
- internal comm's to staff,
- posters in libraries,
- Posters in Libraries,
- Wigan Council video channels – targeted for Instagram and TikTok but usable across all channels

Wigan has been working in collaboration with GMCA and the other nine local authorities to ensure voting is accessible to disabled voters.

We have used the BSL video link on our website.

Greater Manchester Combined Authority

Date: Friday 30 June 2023

Subject: Transport Capital Programme

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

Purpose of Report

This report asks members to consider a number of funding drawdown requests from the City Region Sustainable Transport Settlement (CRSTS) and the Mayor's Cycling and Walking Challenge Fund (MCF).

Recommendations:

The GMCA is requested to:

1. Further to the governance arrangements approved by GMCA on 30 September 2022, note and approve the proposed assurance process for CRSTS Outline Business Case and Full Business Case stages in relation to the re-baselined Scheme List approved by the GMCA on 26 May 2023;
2. Approve the draw-down of CRSTS funding, as follows:
 - *Integrated Ticketing and Information Measures*: £7.38m to enable the ongoing development and delivery of the Integrated Ticketing and Customer Information programme, which includes Mobile, Online and PAYGO Contactless Ticketing; and the provision of passenger information displays at key network locations.
 - *Rochdale: Littleborough Streets for All Scheme*: £0.27m to develop the scheme to Final Business Case.
 - *Bury: Ramsbottom Town Centre Development Streets for All Scheme*: £0.35m to develop the scheme to Final Business Case.
 - *Bury Town Centre Streets for All Scheme*: £0.62m to develop the scheme to Final Business Case.

3. Approve the draw-down of Mayor's Cycling and Walking Challenge Fund funding, as follows:
 - *Manchester, Victoria Northern Eastern Gateway scheme*: release of up to £8.86m of MCF delivery funding.
4. Approve the inclusion of GM's share of the national Additional Maintenance (Pothole) Funding (£6,210,400) within the Capital Programme for 2023/24 and agree to the allocation of funding to the 10 Local Authorities (on the same proportion as that used for the CRSTS Core Maintenance allocations to Local Authorities).

Contact Officers

Steve Warrener	Managing Director, TfGM	Steve.Warrener@tfgm.com
Chris Barnes	Infrastructure Pipeline Programme Director, TfGM	Chris.Barnes@tfgm.com
Richard Nickson	Active Travel Programme Director, TfGM	Richard.Nickson@tfgm.com
Alex Cropper	Interim Chief Operating Officer, TfGM	Alex.Cropper@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

Equalities Implications:










Recommendation - Key points for decision-makers

The GMCA is requested to approve the funding draw down requests.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation	G	
Housing		
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		Schemes are being developed to promote greater use of public transport and sustainable travel modes, and to incorporate other carbon reduction measures where possible (for example, Bury Interchange).
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment	
G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Climate Change Impact and Mitigation Measures:

Carbon Assessment				
Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New build non-residential (including public) buildings	N/A			
Transport				
Active travel and public transport				
Roads, Parking and Vehicle Access				
Access to amenities				
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.

The Bee Network is a critical enabler of Greater Manchester’s Net Zero ambitions; a truly integrated transport network across active travel and public transport that will provide excellent public transport and active travel choices for all, promoting sustainable travel behavioural change through integrated spatial, digital and transport planning; and supporting the electrification of vehicles and public transport fleets.

Risk Management

The recommendations of this report will directly support Bee Network scheme delivery and enable prioritised infrastructure expenditure. This will directly assist in mitigating the programme risk of not fully expending the available budget. A programme risk register is maintained and updated regularly by TfGM.

Legal Considerations

Legal Delivery Agreements and legal side-letters will be produced and implemented for full scheme and development costs approvals as appropriate.

Financial Consequences – Revenue

No specific financial (revenue) consequences.

Financial Consequences – Capital

Financial Consequences – Capital. Referenced throughout the report.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

- 24 June 2022 – City Region Sustainable Transport Settlement – Final Scheme list
- 30 September 2022 – GMCA CRSTS Governance and Assurance
- 28 October 2022 – GMCA 2022/23 Capital Update – Quarter 2
- 10 February 2023 – GMCA Capital Programme 2022/23 – 2025/26
- 26 May 2023 – GMCA Transport Capital Programme (rebaselined Scheme List)

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. Background

- 1.1. The transport infrastructure pipeline is a key enabler to achieving the Bee Network – Greater Manchester’s vision for an integrated ‘London-style’ transport system, which will change the way people travel across the city region and:
 - Provide a consistent and high-quality user experience across all travel in all parts of GM.
 - Promote a clear pathway to GM’s Net Zero Carbon Vision by:
 - providing real public transport and active travel choices for all;
 - promoting sustainable travel behavioural change through integrated city region planning;
 - supporting the electrification of vehicles and public transport fleets.
 - Promote levelling up through the provision of sustainable transport connectivity to key growth locations and the provision of affordable public transport options for all of our communities.
- 1.2. Following the submission of Greater Manchester’s CRSTS Prospectus in Autumn 2021 and subsequent Programme Case in early 2022, the Secretary of State wrote to the GM Mayor in April 2022 to confirm that Greater Manchester would receive an allocation of £1.07bn from the first City Region Sustainable Transport Settlement (CRSTS). When combined with Local Contributions totalling £170m, this resulted in an overall CRSTS budget of £1.24bn; thereby forming the majority component of Greater Manchester’s current transport infrastructure pipeline, which also includes funding from a range of other sources such as the Transforming Cities Fund, Active Travel Fund and Integrated Transport Block (ITB) allocation.
- 1.3. Noting that a number of CRSTS-funded schemes are now progressing towards Outline Business Case and Full Business Case submissions, the report expands on the CRSTS assurance process approved by GMCA on 30 September 2022 which has been used to secure Strategic Outline Business Case (SOBC) approvals to date, and provides further detail on the proposed assurance process for OBC and FBC stages in relation to the re-baselined Scheme List approved by the GMCA on 26 May 2023 (Section 2, Appendix 1).

- 1.4. The report also sets out requests for the financial approvals required to enable individual scheme activity to continue to their respective next stages of development (Sections 3 and 4) and asks GMCA to formally accept GM's share of the national Additional Maintenance (Pothole) Funding into the Capital Programme for 2023/24 and agree to the drawdown of funding allocated to the 10 Local Authorities (on the same proportion as that used for the CRSTS Core Maintenance allocations to Local Authorities) (Section 5).

2. Post-SOBC CRSTS Assurance Requirements

- 2.1. As noted in the report approved by the GMCA on 30 September 2022, all CRSTS-funded schemes are required to go through a proportionate assurance process in line with the local Single Pot Assurance Framework. The assurance requirements to be applied to each scheme are determined by the scheme's risk and complexity, which is measured by an industry-standard project complexity tool known as a "CIFTER" assessment.
- 2.2. Circa 70% of CRSTS funded schemes assessed to date have been categorised as lower risk / complexity and are following a "Route 1" assurance process which is in line with the existing Growth Deal and MCF "Minor" schemes. The remaining schemes are subject to a Gateway led (Route 2) assurance process which reflects the higher risk/complex nature of those schemes and is in line with the existing Growth Deal and MCF "Major" schemes.
- 2.3. In addition, the Department for Transport (DfT) has identified a number of schemes as "retained schemes", which means the scheme requires funding beyond the current CRSTS settlement period and/or has strategic or operational links outside of GM (for example, with the national rail network). Retained schemes must go through DfT's required assurance processes in addition to the local assurance framework. Current 'retained' schemes include Bury Interchange; Tram-Train Pathfinder Infrastructure & Vehicles; and Golborne Station.
- 2.4. To date, circa 36 Strategic Outline Business Cases (SOBCs) and £255.9m CRSTS funding has been approved to enable continuing scheme development and delivery. A number of these schemes are now progressing to Outline Business Case (OBC) and Full Business Case (FBC) stages.

- 2.5. Following SOBC approval, the role of the GMCA going forward is to ensure that the business case principles on which these initial scheme approvals were predicated, including their value for money status, are maintained throughout the scheme development process. This report therefore provides further detail in relation to the assurance process for OBCs and FBCs, to expand on the previously approved assurance and governance arrangements. These assurance arrangements are necessary to help the GMCA discharge its functions as the Accountable Body for the Greater Manchester Local Enterprise Partnership (GM LEP), namely:
- To have responsibility for ensuring value for money is achieved;
 - To identify prioritised lists of investments within prevailing available budgets;
 - To have ultimate responsibility for individual scheme and programme approvals, make decisions in relation to investment and release of funding, and provide scrutiny of business cases where appropriate;
 - To monitor progress of scheme delivery and spend; and
 - To actively manage the devolved budget and programme to respond to changed circumstances (such as schedule range, scheme alteration, realisation of risks).
- 2.6. It is proposed to follow the approvals framework put in place for the Growth Deal programme, as described below and set out in more detail in Appendix 1.
- 2.7. After SOBC stage, there are two gateways to approval, based upon the DfT's Transport Business Case process, which may be compressed into one as deemed appropriate, namely:
- At Outline Business Case (OBC) stage, "Conditional Approval" is sought. This typically means that detailed design and surveys have been completed and the scheme is almost ready to deliver, subject to a final tender exercise being completed to identify a preferred contractor to carry out the works and any outstanding approvals (such as planning, land or highways permissions) being secured. Conditional Approval confirms the GMCA's intention to fund the scheme at the specified budget conditional on successful completion of a full business case process, which would include confirmation of these final activities being completed.

- Once the scheme has been tendered and a preferred contractor and final costs are known (i.e. immediately prior to start of construction), a Full Business Case (FBC) is submitted for final approval. Once the FBC is approved, a recommendation will be submitted to the GMCA to grant Full Funding Approval to the scheme promoter to fully deliver the scheme with appropriate contracts and agreed ongoing monitoring in place.

- 2.8. The CRSTS programme comprises a large number of individual schemes and programmes which can vary greatly in terms of their scope, complexity and value. A proportionate assurance approach is therefore considered appropriate. The proposed assurance requirements for each type of scheme are summarised in Appendix 2. These build on the principles set out in the initial assurance and governance proposals approved by GMCA in September 2022, and the Single Pot Assurance Framework agreed with Government.
- 2.9. Separate assurance processes have been developed to ensure the appropriate design quality is achieved and these will be progressed in parallel with the business case assurance processes outlined above.

3. Funding Draw Down Requests: City Region Sustainable Transport Settlement (CRSTS)

Background

- 3.1. On 1 April 2022, the Secretary of State wrote to the GM Mayor to say that GMCA had been awarded an allocation of £1.07 billion of CRSTS funding, conditional on agreeing a final scheme list that will be subject to the GM Local Growth Assurance Framework.
- 3.2. The GMCA approved the Scheme List on 24 June 2022, which was subsequently submitted in the form of a Delivery Plan for HM Government approval during early July 2022.
- 3.3. The Secretary of State for Transport wrote to the GM Mayor on 29 July 2022, confirming acceptance of GM's Delivery Plan.
- 3.4. Individual schemes are progressing through the assurance framework with £255.9m of funding now having been approved by GMCA across the CRSTS Pipeline in respect of the following programmes:

- Local Authority core and strategic highway maintenance.
- Local Authority minor works and road safety.
- Zero Emission Bus.
- Quality Bus Transit and Bus Pinchpoints.
- Local Authority Town Centre and Corridor (Streets for All).
- HS2/ NPR, Rapid Transit Integration and Future Rapid Transit.
- Stops and Interchanges, including Bury Interchange.

3.5. The requests set out in this report to approve the draw-down of CRSTS funding to facilitate the progression of development and delivery activities on the schemes below, are brought in-line with the governance arrangements approved at the 30 September 2022 meeting of the Combined Authority.

Integrated Ticketing and Information Measures

- 3.6. The CRSTS Scheme List approved by GMCA in July 2022 included funding towards the development and delivery of an Integrated Ticketing and Information Measures programme, a key component of the Bus Franchising proposals that underpin GM's Bee Network ambitions.
- 3.7. This programme will deliver a suite of integrated ticketing and customer information solutions, including contactless ticketing, customer contact improvements and the provision of more real-time information at interchanges and bus stops, making it easier for people to use public transport and plan their journeys. The proposals also support Greater Manchester's ambitions for Bus and the delivery of the Bee Network.
- 3.8. Transport for Greater Manchester (TfGM) has developed the programme to Strategic Outline Business Case (SOBC). The capital costs to be funded through CRSTS that are associated with development and delivery of the programme, are estimated at £27m. The programme will be managed and delivered by TfGM.

3.9. In line with the local assurance framework, following a review of the Strategic Outline Business Case (SOBC) undertaken by an independent officer review panel, the scheme demonstrates the appropriate strategic case, value for money and deliverability for the current stage of development. As such the GMCA is requested to approve the draw-down of £7.38m CRSTS funding to enable the ongoing development and delivery of the Integrated Ticketing and Customer Information programme, which includes Mobile, Online and PAYGO Contactless Ticketing; and the provision of passenger information displays at key network locations.

Rochdale: Littleborough Streets for All

- 3.10. The CRSTS Scheme List approved by GMCA in June 2022 included an allocation of £1.8m within the Streets for All programme for the Littleborough Streets for All scheme.
- 3.11. The scheme will deliver a series of pedestrian and public realm enhancements in the town centre which aim to improve access to Littleborough railway station, support the development of a thriving town centre through improving the pedestrian environment and enhance access to Rochdale Canal (an important leisure asset).
- 3.12. The proposals form part of the Littleborough town centre masterplan and Rochdale's rail corridor strategy which focuses the town's redevelopment around the railway station.
- 3.13. Rochdale Council has developed the scheme to Strategic Outline Business Case (SOBC) and has identified a total scheme cost of £1.8m, which is proposed to be funded using the £1.8m allocation from CRSTS funding.
- 3.14. The scheme will be managed by Rochdale Council, with delivery through their existing frameworks and will be planned to minimise the impact of construction works on the highway network.
- 3.15. In line with the local assurance framework, following a review of the Strategic Outline Business Case (SOBC) undertaken by an independent officer review panel, the scheme demonstrates the appropriate strategic case, value for money and deliverability for the current stage of development.
- 3.16. GMCA is requested to approve the drawdown of £0.27m of CRSTS funding to develop the scheme to Final Business Case, noting that a further update will be brought to GMCA in due course.

Bury: Ramsbottom Town Centre Streets for All Scheme

- 3.17. The CRSTS Scheme List approved by GMCA in June 2022 included an allocation of £2.3m within the Streets for All programme for the Ramsbottom Town Centre scheme.
- 3.18. The scheme will deliver a series of transport improvements to support the Ramsbottom Town Plan, Bury Council's emerging Transport Strategy, the GM2040 Transport Strategy and the wider policy goals of the Government's vision for cycling and walking set out in its 'Gear Change' document.
- 3.19. The scheme will also focus on improvements to walking and cycling facilities in the town centre, including enhancements to the current national Cycle Network Route 6 and improved access to the residential areas surrounding the town centre.
- 3.20. Bury Council has developed the scheme to Strategic Outline Business Case (SOBC) and has identified a total scheme cost of £2.3m, which is proposed to be funded using the £2.3m allocation from CRSTS funding.
- 3.21. The scheme will be delivered by Bury Council through existing supplier frameworks, with phased delivery to minimise the impact of construction works on the highway network.
- 3.22. In line with the local assurance framework, following a review of the Strategic Outline Business Case (SOBC) undertaken by an independent officer review panel, the scheme demonstrates the appropriate strategic case, value for money and deliverability for the current stage of development.
- 3.23. GMCA is requested to approve the drawdown of £0.35m of CRSTS funding to develop the scheme to Final Business Case, noting that a further update will be brought to GMCA in due course.

Bury Town Centre Streets for All Scheme

- 3.24. The CRSTS Scheme List approved by GMCA in June 2022 included an allocation of £4.1m for the Bury Town Centre scheme which will deliver transport improvements to support the regeneration of the town centre (over and above the proposals for Bury Interchange, which are being taken forward through a separate scheme).

- 3.25. The Bury Town Centre scheme will deliver transport improvements to support the regeneration of the town centre, including the new transport interchange and Levelling Up funded flexi-hall at Bury Market.
- 3.26. There is also a focus on improvements to walking and cycling connectivity into and through the town centre to encourage these modes and reduce the severance effect of the road network.
- 3.27. Bury Council has developed the scheme to Strategic Outline Business Case (SOBC) and has identified a total scheme cost of £4.1m, which is proposed to be funded using the £4.1m allocation from CRSTS funding.
- 3.28. The scheme will be delivered by Bury Council through existing frameworks, with phased delivery to minimise the impact of construction works on the highway network.
- 3.29. In line with the local assurance framework, following a review of the Strategic Outline Business Case (SOBC) undertaken by an independent officer review panel, the scheme demonstrates the appropriate strategic case, value for money and deliverability for the current stage of development.
- 3.30. GMCA is requested to approve the drawdown of £0.62m of CRSTS funding to develop the scheme to Final Business Case, noting that a further update will be brought to GMCA in due course.

4. Funding Draw Down Requests: Mayor's Cycling and Walking Challenge Fund (MCF)

- 4.1. Following programme entry, Local Authority partners can proceed with the development of their Active Travel schemes, including progressing the necessary powers and consents in order to obtain full approval of their scheme Business Cases and draw down the necessary delivery funding.
- 4.2. The recommendation to provide delivery funding approval for Manchester's Victoria Northern Eastern Gateway scheme (VNEG), was endorsed by the Active Travel Programme Board on 1 June 2023, following a Gateway Review of the Full Business Case (FBC) by TfGM's Audit and Assurance team. Full approval will enable the scheme to progress to completion by means of a legal delivery agreement.

- 4.3. Part of the Mayor’s Challenge Fund programme, VNEG requires a funding contribution of £8.86m. As part of a pipeline approach to active travel delivery, the approval of VNEG will represent a financial commitment against the active travel component of GM’s CRSTS funding programme.
- 4.4. The Manchester VNEG scheme will deliver a safe and coherent orbital route for cycling, walking and wheeling, and connect Union Bridge (spanning the River Irk) and the New Islington Area. Deliverables include multiple safe, signalised crossings and junctions, 2.1km of segregated Bee Network cycle routes and a new foot and cycle bridge. The scheme has been assessed to return a positive value for money.
- 4.5. GMCA is requested to approve the release of up to £8.86m from the Mayor’s Challenge Fund to deliver the scheme.

5. Additional Maintenance (Pothole) Funding

- 5.1. As part of the Spring Budget in March 2023, HMG announced additional road maintenance (pothole) funding nationally of £200m, as reported to GMCA in May. Subsequently, GMCA has received its allocation of £6,210,400.
- 5.2. GMCA is requested to formally approve inclusion of GM’s allocation of the national Additional Maintenance (Pothole) Funding within the Capital Programme for 2023/24 and agree to the allocation of funding to the 10 Local Authorities (on the same proportion as that used for the CRSTS Core Maintenance allocations to Local Authorities), as per the table below:

Authority	Pothole Funding 2023/24 (£)
Bolton	678,214
Bury	452,320
Manchester	844,130
Oldham	544,240
Rochdale	542,643
Salford	557,726
Stockport	705,897
Tameside	515,493
Trafford	516,735
Wigan	853,003
Total	6,210,400

Appendix 1

The approvals process for business cases submitted for Conditional and Full Approval will be as set out below. References to the GMCA shall be deemed to be delegated to the Bee Network Committee, as appropriate:

1. For schemes being promoted by Local Authorities, sign-off of the business case by the relevant Chief Executive, S151 officer and local authority representative from the GM Delivery Group prior to submission to TfGM.
2. For all schemes, review of business case and associated information by a TfGM-led review panel, acting on behalf of GMCA.
3. Following the conclusion of the review process, review / endorsement by the TfGM Infrastructure Pipeline Board following a recommendation from the relevant Programme Board.
4. Following approval by the relevant TfGM internal boards, publication of relevant business case information on TfGM's website for a period of approximately eight weeks for public comment. If separate Conditional Approval and Full Approval Business Cases are being submitted, then the publication of Full Approval Business Case information for public comment will only take place if substantive changes have taken place since the Conditional Approval stage.
5. Members of the GM Delivery Group (comprising representatives from the 10 GM local authorities) will be provided with copies of business cases for review and comment prior to publication, with the intention being that feedback is provided during the approximate eight week public consultation period.
6. Following TfGM review, the receipt of public and GM Delivery Group comment and the incorporation of any changes / amendments deemed necessary as a result of this feedback (assuming these changes are minor in their nature), the TfGM Chief Executive will report to the GM Chief Executives seeking their agreement to either (1) the approval of a Conditional Approval Business Case or (2) the making of a recommendation to GMCA to approve a Full Approval Business Case.
7. In the event of any major changes being required as a result of feedback received, the updated business case will be required to go back through the approval process.

8. Following the approval of a Conditional Approval Business Case, the scheme promoter will prepare a “Shift Statement” to confirm that all agreed actions from the Conditional Approval Stage have been completed, including that scheme costs and benefits articulated in previous iterations of the business case remain valid following the receipt of final / tendered schemes prices and that any required planning / other consents have been obtained.
9. The Shift Statement will be subject to a further review by TfGM’s review panel and Infrastructure Pipeline Board prior to submission of the Full Approval Business Case to the GM Delivery Group for comment. Once the GM Delivery Group’s comments have been incorporated (assuming the changes are minor in their nature), a report will be submitted to the GM Chief Executives seeking their agreement to the making of a recommendation to GMCA to approve a Full Approval Business Case.
10. Where there is a requirement from Government for DfT scrutiny / approvals to be applied to selected schemes, this process will be carried out in parallel with the approval process set out above and prior to any submission for Final Approval being made to GMCA.
11. The GMCA have delegated the administration of the Business Case approval process to the TfGM Chief Executive, subject to the Final Business Case being reported to GMCA for approval.
12. District Scheme Promoters will arrange for self-assurance of the schemes which they are promoting (inclusive of costs, scope, timescales and benefits). In addition to the business case sign-offs, this self-assurance should, as a minimum, include sign-off of all information being provided to feed in to the regular Capital Programme Monitoring reports for GMCA by the Authority’s S151 officer and representative on the GM Delivery Group.

Appendix 2

Scheme/ Programme	Assurance Route	Business Case Requirements	Rationale
Allocation of CRSTS funding to existing projects or programmes e.g. Active Travel, Metrolink Renewals, Stockport Interchange	N/A	No requirement to submit a full business case, however scheme promoters should present a statement setting out the CRSTS funding required and the justification for this, for endorsement by the relevant Boards prior to approval being sought from the GMCA to draw down the CRSTS funding	These programmes already have their own assurance processes in place
Development only schemes, e.g. Development of new stations, Future Metrolink Stops, HS2, tram-train	N/A	Approvals will be required to draw down development funding supported by regular monitoring & reporting. Any SOBCs produced within the CRSTS funding settlement period will be subject to the CRSTS assurance process	These are all at feasibility stage, as such there may not yet be a preferred scheme on which to base a SOBC
Core Highways Maintenance & Integrated Transport Block (ITB)	N/A	No requirement to submit a business case, however annual reporting requirement to monitor & report spend	This continues the previous process, whereby core maintenance/ ITB funding was passed straight through to highway authorities from DfT
Strategic Maintenance (KRN & Structures)	Route 1	SOBC, followed by annual reporting requirement to monitor & report spend / confirmation of final scheme costs	Strategic maintenance schemes likely to be delivered through core highway maintenance programmes (as above)
Standalone schemes (non-complex), e.g. town centre schemes, corridor schemes, station improvements	Route 1	SOBC plus OBC and/or FBC	
Programmes (non-complex, relatively low value) e.g. Access for All, Bus Stop Enhancements, Bus Pinch Points & Maintenance	Route 1	SOBC plus OBCs and/or FBCs to bring forward individual schemes or delivery packages within the programme	

Schemes (new, complex), e.g. electric vehicles	Route 2	SOBC, OBC and FBC required	
Retained schemes, e.g. Bury Interchange, Golborne Station, HS2, tram-train	Route 2 + DfT Assurance	SOBC, OBC and FBC required, plus any additional requirements to comply with DfT assurance processes	High profile schemes which are subject to additional scrutiny by DfT

Date: 30 June 2023

Subject: GMCA Capital Outturn 2022/2023

Report of: Councillor David Molyneux, Portfolio Lead for Resources and Steve Wilson,
Treasurer

Purpose of Report

This report is to inform members of the Greater Manchester Combined Authority of the capital outturn for 2022/2023.

Recommendations:

The GMCA is requested to:

1. Note the 2022/23 actual outturn capital expenditure of £442.6m compared to the forecast position presented to GMCA on 10 February 2023 of £462.1m.

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Equalities Impact, Carbon and Sustainability Assessment:

There are no specific equalities impact, carbon and sustainability issues contained within this report.

Risk Management

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

Legal Considerations

There are no specific legal implications contained within the report.

Financial Consequences – Revenue

There are no specific revenue considerations contained within the report.

Financial Consequences – Capital

The report reports the actual capital expenditure for 2022/23.

Number of attachments to the report: None

Background Papers

GMCA Capital Programme 2021/22 – 2024/25 - 11 February 2022

GMCA 2022/23 Capital Update – Quarter 1 – 29 July 2022

GMCA 2022/23 Capital Update – Quarter 2 – 28 Oct 2022

GMCA 2022/23 Capital Update – Quarter 3 – 10 February 2023

Transport Capital Programme – 26 May 2023

Tracking/ Process

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

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 and Scrutiny Committee

1. Introduction/Background

- 1.1 The Greater Manchester Combined Authority (GMCA) approved the 2022/23 capital programme at its meeting on 11 February 2022. Updated forecast positions have been provided on a quarterly basis during 2022/23.
- 1.2 GMCA's capital programme includes Greater Manchester Fire and Rescue Services, Economic Development and Regeneration programmes, Waste and Resources Service and the continuation of the programme of activity currently being delivered by GMCA, Transport for Greater Manchester (TfGM) and Local Authorities including the following elements:
- a) The Greater Manchester Transport Fund ('GMTF');
 - b) Metrolink Trafford Park Line Extension;
 - c) Clean Air Schemes including Early Measures Investment Fund (EMIF), Clean Bus Initiatives, Office for Zero emissions Vehicles (OZEV), Electric Vehicles (EV), Taxi, EV Taxi Infrastructure, Clean Air Zones (CAZ), Financial Support Schemes (FSS) and DEFRA Air Quality Monitoring with expenditure met in full from government grant;
 - d) City Regions Sustainable Transport Settlement (CRSTS) funded schemes;
 - e) Other capital projects and programmes including Transforming Cities Fund 1, Active Travel, Cycle City Ambition Grant (CCAG 2), Rail – Access for All, Cycle Safety, Bus Franchising and Zero Emission Buses Regional Areas (ZEBRA);
 - f) Transport Growth Deal Major Schemes;
 - g) Minor Works (including schemes funded by Integrated Transport Capital Block and Growth Deal);
 - h) Capital Highways Maintenance, Traffic Signals and Full Fibre;
 - i) Investments including Growing Places, Regional Growth Fund and Housing Investment Fund;
 - j) Economic Development and Regeneration Growth Deal Schemes;
 - k) Fire and Rescue Service Schemes; and
 - l) Waste and Resources Schemes.

- 1.3 The actual expenditure for 2022/23 was £442.6m compared to a forecast for 2022/23 presented to GMCA on 10 February 2023 of £462.1m. This is summarised in Appendix A and the major variances are described in this report. The financing of capital expenditure in 2022/23 is provided in section 7.
- 1.4 It should be noted that this report is a draft of the expected outcome of the 2022/23 capital outturn position, ahead of the audit of the Statement of Accounts, however it is not anticipated that there will be any material changes to the position presented in this report.
- 1.5 Measures are in place to identify and manage inflation and other cost pressures within project budgets as set out in the May 2023 Transport Capital Programme report.

2. Transport Schemes

2.1 Greater Manchester Transport Fund (GMTF)

- 2.1.1 The GMTF programme is funded from a combination of grants from the Department for Transport; a 'top slice' from the Greater Manchester Integrated Transport Block (ITB) Local Transport Plan (LTP) funding; and from a combination of borrowings, to be undertaken by GMCA, and partly from local/third party contributions and local resources (including LTP and prudential borrowing).
- 2.1.2 The GMTF was established on the basis that GMCA would repay the borrowings in full by 2045, in part through the application of Metrolink net revenues (being Metrolink revenues, net of operating, maintenance and other related costs); in part by the application of the annual ring-fenced levy contributions, which will be raised by GMCA, under its levying powers and in part from local, third party, revenue contributions.
- 2.1.3 The GMCA Revenue Outturn 2022/23, on the agenda for this meeting, includes further detail on the overall revenue funding position, including in relation to Metrolink net revenues and financing costs.

Metrolink Programme

- 2.1.4 The Metrolink GMTF Programme includes the close out of certain activities relating to the Phase 3 expansion programme as well as other service and operational improvement works to the network.

2.1.5 The total expenditure on these works for 2022/23 was £3.1m compared to a previous forecast of £3.3m. The variance is primarily due to the rephasing of some works into 2023/24.

2.1.6 The total outturn cost is within the total approved budget.

Metrolink Renewals and Enhancements

2.1.7 The Metrolink Renewals and Enhancements programme has historically been funded by prudential borrowings, with repayments being made from Metrolink net revenues. However, because of COVID-19 and the associated impact on Metrolink revenues, the programme has been reprioritised, with only works that are either safety or operationally critical currently being delivered. The works are now funded from a mixture of borrowings and grant, including the City Regional Sustainable Transport Settlement (CRSTS).

2.1.8 The total expenditure for 2022/23 was £14.7m compared to a previous forecast of £15.2m. The variance is due to outturn capital costs being lower than anticipated.

2.1.9 The total outturn cost is within the total approved budget.

Park and Ride

2.1.10 The total expenditure for 2022/23 was £0.01m, which is in line with the previous forecast.

2.1.11 The total outturn cost is within the total approved budget.

Bus Priority Programme

2.1.12 The total expenditure for 2022/23 was £0.3m, compared to the previous forecast of £0.2m. The variance is due to agreeing certain final accounts earlier than forecast.

2.1.13 The total outturn cost is within the total approved budget.

Interchanges

2.1.14 The total expenditure for 2022/23 was £0.1m, against a previous forecast of £0.01m. The variance is due to ongoing progress in closing out final accounts.

2.1.15 The total outturn cost is within the total approved budget.

2.2 A6 to Manchester Airport Relief Road (A6MARR)

2.2.1 Stockport Council is responsible for the delivery of the A6MARR, resulting in the expenditure largely comprising grant payments to Stockport MBC.

2.2.2 The total expenditure for 2022/23 was £3.1m, compared to a previous forecast of £2.7m. The variance is due to the earlier than forecast completion of land transactions.

2.2.3 The total outturn cost is within the total approved budget.

2.3 Metrolink Trafford Park Extension

2.3.1 The total expenditure for 2022/23 was £0.5m, compared to a previous forecast of £0.2m. The variance is due to the earlier than forecast completion of land transactions.

2.3.2 The total cost is within the total approved budget.

2.4 Transforming Cities Fund – First Allocation (TCF1)

2.4.1 The programme includes:

- a) The Metrolink Additional Capacity Programme; and
- b) The Mayor's Cycling and Walking Challenge Fund (MCF)

2.4.2 The Metrolink Additional Capacity programme 2022/23 actuals include the remaining delivery and acceptance of the trams and associated additional supporting infrastructure. The total expenditure for 2022/23 is £12m, which is in line with the previous forecast.

2.4.3 The Cycling and Walking Challenge Fund includes 127 schemes. Overall programme management and design assurance is undertaken by TfGM. Most schemes are delivered by the Local Authorities. The total expenditure for 2022/23 is £29.2m, compared to a previous forecast of £30.9m. The variance is due to the rephasing of certain works into 2023/24.

2.4.4 The total outturn costs are within the total approved budgets.

2.5 Active Travel Fund (ATF 2 and 3) and Cycle Safety Grant

2.5.1 The Active Travel Fund programme (ATF 2 and 3) comprises 26 cycling and walking infrastructure schemes. The ATF capital programme is being delivered by the Local Authorities. The total expenditure for 2022/23 is £2.8m, compared to a

previous forecast of £3.3m. The variance is predominantly due to the rephrasing of certain works into 2023/24.

2.5.2 The total outturn costs are within the total approved budget.

2.6 Clear Air Programme

2.6.1 This is a range of Clean Air schemes which are funded entirely through grant funding from central government.

2.6.2 The 'Case for a new Greater Manchester Clean Air Plan' was submitted to the Secretary of State in draft on 1 July 2022 and confirmed as an approved document, following a meeting of the Greater Manchester Air Quality Administration Committee on 17 August 2022. The costs to date and all future costs are fully funded by the Government's Joint Air Quality Unit. The current forecast included for the Clean Air Plan is broadly in line with original budget and the previous forecast.

2.6.3 In January 2023, government asked GM for additional evidence to support the case for a non-charging Clean Air Plan. GM leaders responded with initial evidence. This showed how investment in zero-emission buses will help GM meet legal limits for nitrogen dioxide on the A58 Bolton Road in Bury with the launch of regulated bus services in Wigan and Bolton. Government has also asked GM to model how its investment-led approach performs (in terms of delivering compliance with legal nitrogen dioxide levels) against the 'benchmark' of a charging clean air zone to address the nitrogen dioxide exceedances identified in central Manchester and Salford. An update to GM's Air Quality Administration Committee will be provided in July.

2.6.4 The total 2022/23 expenditure was £19.8m, compared to a previous forecast of £20.6m with the reasons for this being set out above.

2.6.5 The total cost is within approved budgets for this programme.

2.7 Other Capital Schemes and Programmes

2.7.1 The other capital schemes and programmes include:

- a) Cycle City Ambition Grant (CCAG2) funded schemes; and
- b) Rail – Access for All

2.7.2 The total 2022/23 expenditure for CCAG 2 was £0.1m, which is in line with the previous forecast.

2.7.3 The total 2022/23 expenditure for the Access for All Programme was £1.0m, which is in line with the previous forecast.

2.7.4 The total outturn costs are within the total approved budgets for these programmes.

2.8 Bus Franchising

2.8.1 The total 2022/23 expenditure was £19.6m, compared to a previous forecast of £30.9m. The variance is predominantly related to ongoing negotiations for the bus depots resulting in costs being rephased into future years.

2.8.2 The 2022/23 expenditure includes costs funded from CRSTS local matched funding contributions met from borrowings.

2.8.3 The total outturn cost is within the total approved budget.

2.9 City Region Sustainable Transport Settlement (CRSTS)

2.9.1 The total 2022/23 expenditure for CRSTS funded schemes is £77.6m, compared to a previous forecast of £77.3m. The variance is predominantly due to Local Authority Strategic Maintenance works undertaken being higher than forecast, offset by Tram Train and Bus Infrastructure Corridor development works and Bus Franchising ticketing infrastructure works being rephased into 2023/24.

2.9.2 The total cost is within the total approved budget for this programme.

2.10 Zero Emission Buses Regional Areas (ZEBRA)

2.10.1 The ZEBRA project has received £35.7m of Department for Transport Zero Emission Buses Regional Areas funding and £12.5m funded from prudential borrowing.

2.10.2 The total 2022/23 expenditure was £0.2m compared to a previous forecast of £0.5m. The variance is due to rephasing of depot electrification works into 2023/24.

2.10.3 The total outturn cost is within the total approved budget for this programme.

2.11 Transport Local Growth Deal 1 Majors Schemes

2.11.1 The Transport Local Growth Deal 1 and 3 Majors Programme consists of 15 major schemes (excluding Stockport Town Centre Access Plan (TCAP) which are being delivered by TfGM and the Local Authorities. The total 2022/23 expenditure was £58.3m, compared to a previous forecast of £52.5m. The variance is

predominantly due to construction activities on Stockport Interchange taking place ahead of schedule.

2.11.2 The 2022/23 expenditure includes costs funded from the CRSTS grant.

2.11.3 The total outturn costs are within the total approved budget for all projects.

2.12 Minor Works

2.12.1 The Minor Works schemes are being delivered by TfGM and the Local Authorities

2.12.2 The total 2022/23 expenditure on these schemes is £3.1m compared to a previous forecast of £2.9m. The variance is due to works being completed ahead of forecast.

2.12.3 The total outturn costs are within the total approved budgets.

2.13 Traffic Signals

2.13.1 The total 2022/23 expenditure is £3.3m. All traffic signals are externally funded and the annual amount will fluctuate year on year dependant on the level of new installations and developments

2.14 Full Fibre Network

2.14.1 The total 2022/23 expenditure to the non-Fire elements is £0.5m. The scheme is now largely complete.

2.15 GM One Network

2.15.1 Following installation of full fibre network, the GM One Network project will provide the equipment to 'light the fibre' that has been installed at the public sector sites. The total spend in 2022/23 is £0.1m and the outstanding budget will be rephased in 2023/24.

3 Economic Development and Regeneration

3.1 Regional Growth Fund (RGF)

3.1.1 The RGF of £65m was secured by GM through two rounds of bidding in 2012/13 and 2013/14. The RGF has supported eligible projects and programmes raising private sector investment to create economic growth and employment. Some schemes that were due to complete in the final quarter of 2022/23 are now expected in 2023/24.

3.2 Growing Places

3.2.1 The Growing Places Fund originally secured by GM in 2012/13 totalled £34.5m of capital grant funding which is being used to provide up front capital investment in schemes. Some schemes that were due to complete in the final quarter of 2022/23 are now expected in 2023/24.

3.3 Housing Investment Fund

3.3.1 The Greater Manchester Housing Investment Fund has been designed to accelerate and unlock housing schemes. It will help build the new homes to support the growth ambitions across Greater Manchester. To facilitate this government has provided a £300m loan to provide the up-front funding and loans are approved by GMCA. Some schemes that were due to complete in the final quarter of 2022/23 are now expected in 2023/24.

3.4 Skills Capital Round 2 and 3

3.4.1 The expenditure in 2022/23 of £2.2m is in line with previous forecast position.

3.5 Life Sciences Fund 1 and 2

3.5.1 The Greater Manchester and Cheshire Life Sciences Fund is a seed and early-stage venture capital fund targeting life sciences businesses located in the Greater Manchester and Cheshire and Warrington region. The total cost is within the previous forecast.

3.6 Pankhurst Institute

3.6.1 No expenditure was incurred in 2022/23 and the project has been rephased into 2023/24.

3.7 Brownfield Land Fund

3.8.1 The expenditure in 2022/23 was £42.0m. Various schemes that were not expected to be achieved in year were able to complete and the full allocation of grant funding was utilised.

3.9 Affordable Homes

3.9.1 The total outturn is £0.01m which is lower than previous forecasts. Timing of payments of grants is dependent on schemes coming forward and grant is claimed in arrears.

3.10 Public Sector Decarbonisation Scheme

- 3.10.1 The 2021/22 PSDS 1 programme was carried forward to reflect agreed carry forward to 2022/23 of £43.0m to be spent by end of June 2022. The programme has now successfully completed and final claim submitted with final spend in 2022/23 being £40.7m.
- 3.10.2 The outturn for 2022/23 for PSDS 3a single-year is £11.1m and is within budget. This scheme is now complete.
- 3.10.3 Grant award for PSDS 3a multi-year was made during 2022/23 and spend in year is £0.4m. Remaining grant award will be reprofiled into 2023/24.

3.11 Homelessness Rough Sleeper Programme

- 3.11.1 This scheme will deliver 60 units of accommodation and an associated support contract, with accommodation acquired by Resonance and leased to Let Us (GM Ethical Letting Agency) for a period of 30 years. Total outturn for 2022/23 is £1.3m and the remaining grant will be reprofiled into 2023/24.

3.12 Green Homes

- 3.12.1 Spend is now complete on this scheme and underspends have been returned to central government.

3.13 Social Housing Decarbonisation

- 3.13.1 The total expenditure in 2022/23 was £0.3m and the project was granted an extension. The underspend will need rephasing into 2023/24.

3.14 UK Shared Prosperity Fund

- 3.14.1 The UK Shared Prosperity Fund is a central pillar of central government's Levelling Up agenda and a significant component of central government's support for places. The GMCA is lead authority for Greater Manchester and the amounts included in the budget are the minimum capital spend percentages set out in the national prospectus. Funds have been committed to schemes but expenditure will be rephased into 2023/24.

3.15 Homelessness Accommodation Project

- 3.15.1 This project had grant funding of £3.9m to support the leasing of good-quality properties for homeless families and contribute to efforts to eliminate the use of

'Bed and Breakfast' accommodation for homeless families. The initial funding has been further supplemented by the successful bid for in-year funding from DLUHC with an additional £5m being allocated to this scheme. All monies were expended in 2022/23.

3.16 Hive Homes Housing Supply Acceleration

3.16.1 The Authority was successful in its bid for in-year capital funding from DLUHC meaning that this scheme was able to be added to the capital programme in late March 2023. The scheme enables accelerated delivery of six housing schemes. All monies were expended during 2022/23.

4. Fire and Rescue Service

4.1 Estates

4.1.1 Estates underspend of £0.5m is mainly in relation to the reprofile of works across the various Phase 1 Estates Strategy projects, the remaining budget has been slipped to 2023/24.

4.2 ICT

4.2.1 There are 3 main areas of slippage within the ICT capital programme:

- a) Programme for Change (PfC) Investment
- b) Emergency Services Mobile Communication Project (ESMCP)
- c) Local Full Fibre Network (LFFN)

4.2.2 An assessment of the remaining PfC Investment will be undertaken within Q1 2023/24 to ascertain the future plan and requirement of the budget.

4.2.3 The ESMCP has been paused by government, however, local requirements may be needed, therefore, a remaining budget need.

4.2.4 The majority of the budget has been utilised within the LFFN project, the residual budget will be utilised early 2023/24 when the remaining spend is expected.

4.3 Vehicles & Equipment

4.3.1 Transport is within budget as forecast at quarter 3. The value of spend is in relation to the purchase of the High Reach Extendable Turret (HRET), the Polaris vehicles for wildfire capability and first stage payments for 12 fire appliances.

4.3.2 A number of small capital projects within the equipment programme have slipped into future years as a result of supply chain issues, however, all projects are underway and are progressing.

4.4 Sustainability

4.4.1 The budget allocation for 2022/23 in respect of on-going sustainability requirements has remained unspent due to the focus on specific projects in relation to the Public Sector Decarbonisation Scheme (PSDS). It is proposed that the allocation is rolled to 2023/24.

4.5 Waking Watch Relief Fund

4.5.1 The Relief Fund element of the Waking Watch project has been utilised with a small underspend in year, however, the Replacement Fund spend is yet to be incurred. Work is underway to identify and assess bids and distribution of the funding made available for the City Region for the replacement of waking watch through the installation of alarm systems.

4.5.2 The remaining budget from 2022/23 will roll forward to 2023/24 fully funded by Government.

5. Waste and Resources

5.1 Operational Assets

5.1.1 The outturn for operational assets is within forecast. The paper and card project at Bredbury Park Way, Bredbury was cancelled and is not now required and the new Household Waste Recycling Centre (HWRC) at Reliance Street, Newton Heath has been delayed. This project was always forecast to be over more than one year and the budget will need to be reprofiled into 2023/24.

5.2 Non-Operational Assets

5.2.1 The spend on non-operational assets is also within budget. The drainage works at the north of Bredbury former landfill site have been completed with a saving of £0.7m. The culvert improvements works at Waithlands former landfill site have been delayed due to works on the operational assets and timings on when the works can take place during the year. This project will need reprofiling into 2023/24.

6. Police and Crime Commissioner

6.1 Reducing Reoffending

- 6.1.1 A sum of £0.4m was set aside from underspends to give to Greater Manchester Integrated Rehabilitative Services (GMIRS) providers to enable them to strengthen the offer for people on probation. Expenditure of £0.2m was incurred in 2022/23 with the remaining spend to take place in 2023/24.

7. Funding Requirements

- 7.1 Below are the funding arrangements for 2022/23:

Financed by:	£000
Borrowing	32,740
Capital Grants	178,429
External Contributions	3,319
External Contributions TfGM	34,967
Total Transport	249,456
Capital Grants	128,034
Revenue Contribution to Capital Outlay	591
Useable Capital Receipts	45,611
Total Economic Development and Regeneration	174,236
Borrowing	8,525
Capital Grants	900
Revenue Contribution to Capital Outlay	285
Total Fire and Rescue Service	9,711
Borrowing	8,767

Financed by:	£000
Useable Capital Receipts	240
Total Waste	9,007
Revenue Contribution to Capital Outlay	197
Total PCC	197
Total Funding	442,607

Financed by:	£000
Borrowing	50,032
Capital Grants	307,363
Revenue Contribution to Capital Outlay	1,074
Capital Receipts	45,852
External Contributions	3,319
External Contributions TfGM	34,967
Total Funding	442,607

Appendix A – Capital outturn 2022/23

	Budget 2022/23 £'000	Previous 2022/23 Forecast £'000	Provisional 2022/23 Outturn £'000	Variance £'000
Greater Manchester Transport Fund Schemes				
Metrolink Programme	5,871	3,296	3,133	163
Metrolink Renewals and Enhancements	10,217	15,182	14,651	531
Park and Ride	8	67	13	54
Bus Priority Programme	186	184	316	(132)
Interchange Programme	54	15	107	(92)
Greater Manchester Transport Fund Schemes Total	16,336	18,744	18,220	524
Road Schemes (Stockport)				
A6 MARR / SEMMMS	6,204	2,675	3,077	(402)
Stockport Council Schemes total	6,204	2,675	3,077	(402)
Other Metrolink Schemes				
Trafford Extension	410	233	532	(299)
Other Metrolink Schemes total	410	233	532	(299)

	Budget 2022/23 £'000	Previous 2022/23 Forecast £'000	Provisional 2022/23 Outturn £'000	Variance £'000
Clean Air Schemes				
Clean Air Schemes (fully government grant funded)	18,616	20,564	19,797	767
Clean Air Schemes total	18,616	20,564	19,797	767
Other TfGM Capital Schemes				
CCAG 2	-	112	112	-
TCF - Mayors Challenge Fund	39,700	30,915	29,154	1,761
TCF - Metrolink Capacity Improvement Programme	15,044	12,039	12,092	(53)
Active Travel Fund & Cycle Safety	10,235	3,347	2,759	588
Access For All	2,716	1,025	974	51
ZEBRA	-	504	197	307
Bus Franchising	37,510	30,933	19,563	11,370
Other TfGM Capital Schemes total	105,205	78,875	64,852	14,023
Growth Deal				
TfGM Majors	48,608	48,893	54,706	(5,813)
Local Authorities Majors	3,669	3,588	3,602	(14)
Growth Deal total	52,277	52,481	58,308	(5,827)

	Budget 2022/23 £'000	Previous 2022/23 Forecast £'000	Provisional 2022/23 Outturn £'000	Variance £'000
Minor Works				
ITB Local Authorities	970	837	857	(20)
Growth Deal 1 & 2 Local Authorities	1,497	1,411	1,655	(244)
Growth Deal 2 TfGM Schemes	55	67	71	(4)
Growth Deal 3 TfGM schemes	1,077	591	509	82
Growth Deal 3 Local Authorities	-	14	14	-
Minor Works total	3,599	2,920	3,106	(186)
CRSTS				
Bus CRSTS	6,900	22,302	20,632	1,670
Active Travel CRSTS	-	-	-	-
Interchanges CRSTS	-	400	239	161
Rail CRSTS	1,695	931	1,305	(374)
Other CRSTS	3,055	-	-	-
Metrolink CRSTS	60	639	4	635
Local Authority CRSTS	-	53,053	55,464	(2,411)
Total CRSTS	11,710	77,325	77,643	(318)

	Budget 2022/23 £'000	Previous 2022/23 Forecast £'000	Provisional 2022/23 Outturn £'000	Variance £'000
Full Fibre Network	3,344	1,050	545	505
GM One Network	12,053	3,084	55	3,029
Traffic Signals	2,500	2,500	3,321	(821)
Total Other Transport	17,897	6,634	3,921	2,713
Total Capital - Transport	232,254	260,451	249,456	10,995
Affordable Homes	200	14	14	-
Angels Funding Programme	-	-	375	(375)
Brownfield Fund	18,000	17,909	41,964	(24,055)
Green Homes Grant	21,457	11,735	11,450	285
Growing Places	8,444	11,008	2,577	8,431
Life Sciences	489	3,262	3,262	-
Skills Capital	1,404	2,231	2,231	-
Homelessness Rough Sleeper Programme	-	2,796	1,342	1,454
Housing Investment Fund	80,444	45,038	37,142	7,896
Public Sector Decarbonisation	20,589	53,950	52,131	1,819
Social Housing Decarbonisation	-	10,473	293	10,180

	Budget 2022/23 £'000	Previous 2022/23 Forecast £'000	Provisional 2022/23 Outturn £'000	Variance £'000
Regional Growth Fund	5,000	9,163	5,055	4,108
Homelessness Accommodation Leasing	-	3,900	8,900	(5,000)
Hive Homes Housing Supply Acceleration	-	-	7,500	(7,500)
Pankhurst Institute	793	793	-	793
UK Shared Prosperity Fund	-	1,018	-	1,018
Total Capital – Economic Development and Regeneration	156,820	173,290	174,236	(946)
Estates	12,666	5,661	5,158	725
Health & Safety	-	82	83	(83)
ICT	1,574	2,617	1,400	1,262
Sustainability	240	484	226	373
Transport	7,634	3,803	2,557	4,352
Waking Watch Relief	-	728	287	2,441
Total Capital – Fire & Rescue Service	22,114	13,375	9,711	9,070
Operational Sites	9,004	14,235	8,596	2,508
Non-Operational Sites	1,350	700	411	939
Total Capital – Waste & Resources Service	10,354	14,935	9,007	3,447

	Budget 2022/23 £'000	Previous 2022/23 Forecast £'000	Provisional 2022/23 Outturn £'000	Variance £'000
Reducing Reoffending	-	-	197	(197)
Total Capital – Police and Crime Commissioner	-	-	197	(197)
Total Capital	421,542	462,051	442,607	22,369

Date: 30th June 2023
Subject: GMCA Revenue Outturn 2022/23
Report of: Cllr David Molyneux, Portfolio Holder - Resources
Steve Wilson, GMCA Treasurer

PURPOSE OF REPORT

This report is to inform members of the Greater Manchester Combined Authority provisional revenue outturn for 2022/23.

RECOMMENDATIONS:

1. The GMCA is requested to approve:
 - The drawdown of £1.9m from TfGM General Reserves to fund the cost of the voluntary severance scheme which will deliver savings for 2023/24 onwards, as set out in paragraph 6.12;
 - The drawdown of £2.3m to fund the net deficit from Metrolink in 2022/23 which is funded from a ring fenced Metrolink Reserve held by TfGM, as set out in paragraph 6.17.

2. The GMCA is requested to note:
 - The Mayoral General Budget provisional revenue outturn position for 2022/23 is breakeven after planned transfer to earmarked reserves;
 - The GMCA General Budget provisional revenue outturn position for 2022/23 is £0.949m which will be transferred to earmarked reserves;
 - The Mayoral General – GM Fire & Rescue provisional revenue outturn position for 2022/23 is breakeven after planned transfer to earmarked reserves;
 - The Waste and Resourcing provisional revenue outturn position for 2022/23 is an underspend of £33.8m, to be transferred to earmarked reserves;
 - The GMCA Transport and TfGM provisional revenue outturn positions for 2022/23 are breakeven after transfers between earmarked reserves;

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

- £3.1m was added to the TfGM concessionary reserve due to underspend in the year which has been ring-fenced for future spend on bus costs;
- The final position is subject to the submission of the audited accounts to be finalised by 30th November 2023 and to be reported to the GMCA Audit Committee prior to the deadline.

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Equalities Implications: N/A

Climate Change Impact Assessment and Mitigation Measures: N/A

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

Legal Considerations – There are no specific legal implications with regards to the 2022/23 budget update.

Financial Consequences – Revenue – The report sets out the provisional outturn position for 2022/23.

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

Number of attachments included in the report: 0

BACKGROUND PAPERS:

GMCA Budget Reports – 11th February 2022

GMCA Revenue Update Quarter 1 - 2022/23 – 29th July 2022
GMCA Revenue Update Quarter 2 – 2022/23 – 28th October 2022
GMCA Revenue and Capital Budget Reports – 10th February 2023
Revenue Update Quarter 3 – 2022/23 – 10th February 2023

Tracking/ Process

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

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. INTRODUCTION

- 1.1 The purpose of this report is to provide the 2022/23 provisional revenue outturn position in relation to the GMCA General, Mayoral, GM Fire and Rescue, Waste and Resources and Transport, including Transport for Greater Manchester (TfGM).
- 1.2 It should be noted that this report is a draft of the expected outcome of the 2022/23 financial position, ahead of the audit of the Statement of Accounts, however it is not anticipated that there will be any significant changes. The statutory deadline for submission of audited accounts is 30th November 2023 which will be reported to the GMCA Audit Committee prior to this deadline.
- 1.3 The table below shows the summary of the provisional outturn position for budgets in this report.

Summary 2022/23 Provisional Outturn	Approved Budget			Provisional Outturn			Variance from Budget		
	Exp	Income	Total	Exp	Income	Total	Exp	Income	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
GMCA General	242,620	-242,620	0	270,091	-271,041	-949	27,471	-28,421	-949
Mayoral	139,020	-139,020	0	127,850	-127,850	0	-11,170	11,170	0
GMFRS	119,543	-119,543	0	120,679	-120,679	0	1,136	-1,136	0
Waste	164,840	-164,840	0	119,457	-153,269	-33,812	-45,383	11,571	-33,812
Transport inc:	282,000	-282,000	0	337,734	-337,734	0	55,734	-55,734	0
Transport (TfGM)	217,021	-217,021	0	269,708	-269,708	0	52,687	-52,687	0

2. GMCA GENERAL BUDGET

- 2.1 The original budget for 2022/23 for the GMCA Revenue General budget approved in February 2022 was £242.620m. Throughout the financial year as part of the quarterly update reports the budget has been revised to reflect changes in funding.
- 2.2 The provisional outturn position for 2022/23 is an underspend of £0.949m. This a net underspend following transfer to earmarked reserves to provide £1m to support Districts with GM transformation activity as previously reported and £3m to support implementation of the Trailblazer Devolution deal. The position reflects significant additional income earned from interest on short term deposits resulting from an increase in interest rates.

- 2.3 The table below shows the original expenditure and income budgets approved in February 2022, the forecast outturn at quarter 3 reported in February 2023, the provisional outturn for 2022/23 and the variance compared to the original budget.

GMCA Revenue General Budget 2022/23 Provisional Outturn	Original Budget	Quarter 3 Forecast	Provisional Outturn	Variance
	£000	£000	£000	£000
Expenditure:				
GMCA Corporate	20,965	21,101	22,952	1,987
Core Investment Team	6,355	5,000	10,364	4,009
Digital	2,597	2,983	3,172	575
Economy	18,499	18,524	15,450	-3,049
Environment	758	5,527	4,038	3,280
Place	6,707	21,823	18,922	12,215
Public Service Reform	30,960	41,086	39,799	8,839
Work and Skills	155,779	153,850	155,394	-385
Total Expenditure	242,620	269,894	270,091	27,471
Funded by:				
Government Grants	-180,133	-204,676	-191,594	-11,461
District Contributions	-8,603	-8,603	-8,603	0
Internal Recharges	-18,995	-17,946	-22,497	-3,502
Earmarked Reserves	-20,010	-23,349	-22,431	-2,421
Other Income	-14,879	-16,168	-25,916	-11,037
Funding	-242,620	-270,742	-271,041	-28,421
Net Expenditure	0	-848	-949	-949

Corporate Services

- 2.3 GMCA Corporate Services provide support for the whole of GMCA including Fire and Rescue Service, Police and Crime Commissioner, Waste and Resources and Transport. The Corporate functions include services such as Strategy, Research, ICT, Human Resources, Organisational Development, Finance, Internal Audit and Risk, Commercial Services, Legal and Governance. Funding of GMCA corporate functions is predominantly from recharges within the GMCA and to grants, external funding and District contributions.
- 2.4 The original approved budget for 2022/23 was £21m and the 2022/23 gross expenditure was £23m. The increase of £2m relates to expenditure on new activity funded by additional external income of £0.8m and budget pressures of £1.2m previously reported and included as part budget planning for 2023/24.

Core Investment Team

- 2.5 Whilst the outturn position on the Core Investment Team shows an increase of £4m compared to the original budget, it does not impact the overall position for GMCA. Expenditure will vary due to investments agreed during the financial year fully funded from returns from investment activity with surpluses/deficits transferred to earmarked reserves.

Digital

- 2.6 The GM Digital team is committed to delivering on the GM Digital Strategy through a three year approach set out in the GM Digital Blueprint. GM Digital collaborates across the GM digital system which includes industry, universities, health, Voluntary, Community and Social Enterprise (VCSE) sector to create opportunities, maximise outcomes and generate inward investment.
- 2.7 The 2022/23 original budget for Digital was £2.6 million, which included the key programmes of GM Connect, GM Digital Strategy and Smart Residents Data Exchange Platform, Local Full Fibre Network and GM One Network. The outturn position is expenditure of £3.2m with a £0.5m relating to expenditure on the implementation of the GM One Network with a collaboration agreement with partners to commence in September 2023, £1.4m from previously agreed retained business rates growth and £1.3m from grants and reserves.

Economy

- 2.8 The Economy portfolio leads key groups including the Growth Board, Local Industrial Strategy Programme Delivery Executive, GM Economic Resilience Group and GM Local Enterprise Partnership (LEP).
- 2.9 The 2022/23 approved budget for Economy was £18.5m with actual expenditure for 2022/23 being £15.5m relating to:
- GM Productivity Programme expenditure of £6.1m and GM Local Industrial Strategy (LIS) expenditure of £1.6m both funded from retained business rates.
 - £2.150m relating to Marketing Manchester and MIDAS funded from District Contributions of £1.4 million and £0.75 million from retained business rates.
 - £2.8m relating to Made Smarter Adoption North West programme fully funded from Government grant.
 - £1.1m for the Economy team funded from a combination of internal recharges, grants and previously and retained business rates.
 - Other expenditure totalling £1.1m against government grants confirmed during the financial year:

- Local Enterprise Partnership core funding of £0.4m from Department for Housing, Levelling Up and Communities (DHLUC);
 - Innovation Accelerator seed corn funding of £0.3m from Department for Science, Innovation and Technology (DSIT) to support research in key growth opportunities identified in the GM LIS;
 - Department for Business, Energy and Industrial Strategy (BEIS) funding for National Cluster Co-ordination undertaken by the Business Growth Hub of £0.4m.
- Other projects funded from retained business rates growth such as Cricket Strategy.

Environment

- 2.10 Environment is the lead for the implementation of the GM Five Year Environment Plan and delivering housing and public retrofit programmes as part of green economic recovery and progressing the environment plan to continue to reduce carbon emissions and create an improved, more resilient natural environment for socially distanced recreation.
- 2.11 The 2022/23 original approved budget for Environment was £0.8m with actual expenditure for 2022/23 being £4m. The increase relates to new investment from retained business rates growth agreed in July 2022 for ‘Greener’ schemes totaling £3.2m. Expenditure in 2022/23 relates to:
- Environment and Low Carbon programme – expenditure of £1.7m to support Districts to deliver their Climate Emergency Declarations through upscaling the delivery of conurbation wide carbon reduction programmes
 - Five Year Environment Plan - expenditure of £1m to provide capacity to bid for capital and revenue funds, undertake research, communication, training, convene and co-ordinate delivery of the plan.
 - IGNITION project – grant funded expenditure of £0.4m to develop innovative financing solutions for investment in GM’s natural environment, to help increase the city regions resilience against the increasingly extreme impacts of climate change.
 - GM Local Energy Markets project - grant funded expenditure of £0.3m in relation to planning and collaboration with the 10 local authorities to increase energy efficiency and pave the way for the installation of new technologies to create a low-carbon infrastructure for the future.
 - Natural Course – expenditure of £0.3m relating to an EU-funded LIFE Integrated Project to improve and protect the water quality of the North West over a ten year period.

- Other Environment projects with expenditure of £0.3m such as Great Places, Green Homes Grant and Energy Innovation Agency.

Place

2.12 Place Directorate focuses on the development of individual places and all the elements that support prosperous and vibrant places in which GM residents can grow up, live and grow old. This has brought together Housing and Planning, Land and Property, Culture, Delivery and Infrastructure teams, each of which has a vital role to play in place development.

2.13 The 2022/23 original approved budget for Place was £6.7m with actual expenditure for 2022/23 being £18.9m. The majority of the increase relates to the Government's UK Shared Prosperity core programme announced during 2022/23. Expenditure in 2022/23 relates to:

- UK Shared Prosperity programme - expenditure of £8.2m for the first year of the core programme focusing on investment in 'Communities and Place' and 'Local Business' interventions to boost pride in place.
- Cultural and Social Impact Fund of £4.6m the majority of which was funded from a GM local authorities contributions and supported by retained business rates growth.
- Places for Everyone is a joint development plan of the nine GM local authorities for jobs, new homes and sustainable growth, maximizing the use of brownfield land and urban spaces. During 2022/23 actual expenditure of £1.5m from retained business rates growth focused on the public examination of the submitted plan.
- The GM Delivery Team supports the delivery of GM's housing delivery objectives and priorities was a cost of £1.6m funded from earmarked reserves.
- Create Growth programme funded by Department of Culture, Media and Sport (DCMS) of £0.4m to support creative organisations in the region with a bespoke business support programme to attract investment to grow their business sustainably.
- Other Place Directorate expenditure totaling £2.6m in relation to the Planning and Housing team and Business, Innovation and Enterprise policy funded from a combination of local authority contributions, grant funding and internal recharges.

Public Service Reform

2.14 Public Service Reform (PSR) supports reform, innovation and social policy development across GM with the overarching objective of addressing inequality and improving outcomes for all residents across the city-region. It is made up of a number of thematic strands with lead responsibilities that include Early Years, Children and Young People, Troubled

Families, Homelessness and Rough Sleeping, Asylum and Refugees, Armed Forces and Veterans, Gambling Harm Reduction and the GM Ageing Hub. The service performs a cross-cutting role across GM in collaboration with localities, other public service organisations and the voluntary, community and social enterprise (VCSE) sector to drive the implementation of unified public services for the people of Greater Manchester.

2.15 The 2022/23 original approved budget for PSR was £30.9m with actual expenditure for 2022/23 being £39.8m. The majority of the increase relates to additional funding for the Supporting Families Programme and the Homelessness Prevention Strategy. Expenditure in 2022/23 relates to:

- Supporting Families programme of £14.7m continuation of the programme funded from DHLUC grant.
- Homelessness and Rough Sleeping including:
 - A Bed Every Night (ABEN) of £6.4m expenditure funded from Mayoral Precept, partner contributions and Government grant.
 - Housing First programme expenditure of £3.3m funded from Government grant;
 - Rough Sleeper Initiative, Rough Sleeper Accommodation and Community Accommodation programmes with Government grant funding totaling £5.2m, which is an increase of £2m compared to the original budget;
- Changing Futures funding of £1.4 million for 2022/23 which is the second year of a three year programme to improve outcomes for adults experiencing multiple disadvantage.
- PSR Directorate and other delivery resources for the overall programme of £2.8m
- Other programmes including Children and Young People Plan, School Readiness, Population Health, Youth Pathfinder, GM Gambling, Armed Forces plan with expenditure totalling £6m.

Education, Work and Skills

2.16 Education, Skills & Work works in partnership with local authorities, partners and businesses to deliver and performance manage programmes that support people to enter, progress and remain in work. The original 2022/23 budget was £155.8m with actual expenditure for 2022/23 being £155.4m supporting the following programmes:

- The Adult Education Budget (AEB) of £100.2m devolved to GM to support the city-region's residents to develop skills needed for life and work, plus an additional £2.2m for the AEB National Skills Fund Adult Level 3 programme.

- European Social Fund (ESF) Skills for Growth Programme of £12.9m, with 2022/23 being the final of three years of funding to support business growth and deliver an integrated approach to employment and skills.
- Working Well services to support people experiencing or at risk of long term unemployment, including the Work and Health Programme of £7.7m, Job Entry Targeted Support (JETS) programme of £6.9 million and Working Well Specialist Employment of £3m.
- European Social Fund (ESF) Not in Employment, Education or Training (NEET) prevention/reduction and youth employment programme of £5.7m.
- Department for Education Skills Bootcamp - £2.8m
- Future Workforce Fund of £1.5m to focus on supporting the most disadvantaged young people, providing a targeted, flexible and personalized pathway.
- Self-Employment Pilot of £1.4m to support GM self-employed residents to sustain and grow their business.
- UK Community Renewal Fund of £1.7m projects following bids approved by Government in November 2021.
- UK Shared Prosperity Fund Adults' Multiply programme with expenditure of £0.9m on year one of the £14.4m allocation over three years.
- Work and Skills Directorate delivery resources for the overall programme had a cost of £4.8m
- Other programmes including Greater Manchester Apprenticeship & Careers Service, Young Person's Guarantee, GM Careers Hub and Digital Skills with expenditure totaling £3.7m

3. MAYORAL BUDGET

3.1 The provisional outturn position for the Mayoral budget in 2022/23 is breakeven. The approved expenditure budget in 2021/22 was £139.020m and the provisional expenditure to the end of 2021/22 is £127.850m, which is an underspend of £11.170m. The most significant variances relate to:

- Overspend on Mayoral priorities of £378k due to the cost of the expansion of emergency accommodation provision, A Bed Every Night (ABEN) which has helped prevent more people sleeping on the streets. As a result during the winter months Greater Manchester has recorded a significantly lower increase in rough sleeping compared to other parts of England.
- Underspend on Mayoral transport budget of £11.548m the majority of which relates to Bus Reform implementation costs which will be held in reserves until required.

3.2 The underspend is offset by:

- A shortfall in income to support the Our Pass pilot from colleges of £850k.
- A reduction of 572k in planned transfer from earmarked reserves.
- Transfer of £9.750m of Earnback revenue grant to earmarked reserves to meet implementation of Bus Franchising.

Mayoral Budget 2022/23 Provisional Outturn	Original Budget	Quarter 3 Forecast	Provisional Outturn	Budget Variance
	£000	£000	£000	£000
Mayors Office	531	531	531	0
Corporate Recharge	794	794	794	0
Mayoral Priorities	3,050	3,050	3,428	378
Mayoral Transport	134,645	134,645	123,097	-11,548
Gross Expenditure	139,020	139,020	127,850	-11,170
Funded by:				
Mayoral Precept	-24,717	-24,717	-24,717	0
Collection Fund Surplus /-Deficit	-1,445	-1,445	-1,445	0
Bus Support Operators grant	-13,150	-13,150	-13,151	-1
Mayoral Capacity grant	-1,000	-1,000	-1,000	0
Earnback revenue grant	-9,750	-9,750	0	9,750
Statutory charge	-86,700	-86,699	-86,700	0
Use of Reserves	-1,408	-2,258	-836	572
External Income	-850	0	-1	849
Total Funding	-139,020	-139,020	-127,850	11,170
Net expenditure	0	0	0	0

4. GM FIRE AND RESCUE

4.1 The 2022/23 budget for GM Fire and Rescue Service (GMFRS) set in February 2022 was approved at £119.543m. The breakeven position is after a reduction in the planned transfer to reserves from £5.245m to £1.723m, the majority of the change relates to the impact of the pay award. The table below summarises the position:

GM Fire & Rescue Service 2022/23 Provisional Outturn	Approved Budget	Forecast Quarter 3	Provisional Outturn	Provisional Variance
	£000	£000	£000	£000
Expenditure:				
Employees	91,215	93,082	95,523	4,308
Indirect Employees	1,940	1,963	1,795	-145
Premises	4,875	6,343	6,480	1,605
Transport	2,196	2,435	2,411	215
Supplies & Services	8,481	8,861	8,886	405
Support Services	7,343	7,646	7,850	507
Government Grants	-769	-958	-1,262	-493
Tfr to/from Provision	0	-1,577	-2,100	-2,100
Other Grants & Contributions	-215	-210	-109	106
Customer & Client Receipts	-2,460	-2,101	-1,585	875
Capital Financing Costs	1,692	1,025	1,067	-625
Tfr to Earmarked Reserve	5,245	5,316	1,723	-3,522
Total Expenditure	119,543	121,825	120,679	1,136
Funded by:				
Localised Business Rates	-9,521	-9,521	-9,521	0
Baseline Funding	-43,131	-43,131	-43,399	-268
Section 31 - Business Rates	-5,300	-5,258	-5,226	74
Section 31 - Pension Related	-5,605	-5,605	-5,605	0
Precept Income	-55,429	-55,429	-55,429	0
Collection Fund Deficit	2,637	2,637	2,637	0
Trf from Earmarked Reserve	-3,194	-3,415	-4,136	-942
Total Funding	-119,543	-119,722	-120,679	-1,136
Net Expenditure	0	2,103	0	0

4.2 Employees pay and pensions is an overspend of £4.308m. This includes pay award for both uniformed and non-uniformed employees. The pay award budget was set at 2% for both staff groups, however, uniformed staff pay award was agreed at 7% and non-uniformed at £1,925 per whole time equivalent. The overspend also includes settlement amounts paid in respect of Bear Scotland v Fulton, for which, a drawdown from the specific provision has been made.

4.3 Premises related expenditure is an overspend of £1.605m in the areas of utilities and fuel. A budget increase was provided for in this area of spend, however, costs are significantly more than predicted at the time of budget setting.

- 4.4 Supplies, services and other expenditure is forecast at an overspend of £405k, the majority of which is as a result of contract price increases, primarily within the areas of ICT and operational equipment.
- 4.5 Support Services budget incorporates the recharges for Corporate support services, plus specific additional support for various projects and strategies outside of central recharges at an additional cost of £500k.
- 4.6 Following the implementation of a revised policy, consistent across the GMCA, capital financing costs have been re-calculated on an annuity basis using final capital spend within 2021/22, resulting in an underspend of £625k.
- 4.7 Income has underachieved by £488k mainly due to the part year effect of cohort numbers within the Princes Trust programme as reported at quarter 3, lower than predicted income against insurance costs, for which, specific reserves have been utilised and lower than estimated apprenticeship levy income.

5. WASTE AND RESOURCES

- 5.1 The levy for the Waste and Resources service was set on in February 2022 for a total of £164.840m represented by expenditure of £165.314m and a use of reserves of £0.474m. The provisional revenue outturn for 2022/23 was net expenditure of £131.028m with an underspend of £33.812m. The table below sets out the position:

Waste and Resources Provisional Outturn 2022/23	Approved Budget	Forecast Outturn Quarter 3	Provisional Outturn	Forecast Variance
	£000	£000	£000	£000
Operational Costs	107,872	81,849	65,283	-42,589
Operational Financing	50,614	49,865	49,797	-817
Office Costs	6,318	5,114	3,885	-2,433
Non-Operational Financing	510	492	492	-18
Total Budget	165,314	137,320	119,457	-45,857
Levy Adjustment	0	642	1,571	1,571
Return to constituent authorities			10,000	10,000
Transfer (from)/to reserves	-474	-474	0	474
Levy	164,840	137,488	131,028	-33,812

- 5.2 The budget was set using forecast levels of waste amounting to 1,134,175 tonnes of waste from Districts and Household Waste Recycling Centre (HWRC). The forecasting of waste

tonnages has continued to be unpredictable following the pandemic and changing work patterns which has affected the volumes of household 'kerbside' waste collections. The volumes of waste delivered by Districts are shown in the table below which includes a forecast figure for March 2023. Totals for the year have now been verified but as this occurred too late to be included in the 2022/23 draft accounts.

Districts	Budget 2022/23	Forecast 2022/23	Variance
Residual	378,169	373,001	(5,168)
Biowaste	207,876	188,427	(19,449)
Commingled	121,663	112,016	(9,647)
Pulpables	81,708	75,916	(5,792)
Street Sweepings	22,937	26,514	3,577
Trade Waste	46,163	43,109	(3,054)
Total	858,517	818,982	(39,535)

5.3 The HWRC tonnages have also continued to be difficult to predict following the pandemic, as well as being impacted by the success of the implementation of the van permit policy which has been highly successful in driving illegal trade waste out of the sites reduce. The tonnages for HWRC are shown in the table below which includes a forecast figure for March 2023. Again, totals for the year have now been verified but as this occurred too late to be included in the 2022/23 draft accounts.

HWRC	Budget 2022/23	Forecast 2022/23	Variance
Dry Recycled	78,514	77,919	(235)
Rubble	46,645	32,727	(13,918)
Thermal Recovery	118,642	79,895	(38,746)
Green	15,483	10,355	(5,128)
Residual	16,735	3,556	(13,180)
Total	275,659	204,452	(71,207)

5.4 The operational underspend of £42.6m is made up of:

- Residual Value Contract underspend of £17.5m from an increased share of third party income derived from electricity and steam generation;
- Waste and Resources Management Services (WRMS) contract underspend of £19.5m due to an increase in income from the sale of recyclates, savings in expenditure on residual waste treatment and landfill due to lower tonnages of residual waste, and savings on processing of commingled waste due to lower than budget tonnages;
- Household Waste Recycling Centre Management Services (HWRCMS) Contract underspend of £2.9m due to lower than budgeted residual waste treatment costs due to lower than budgeted tonnages;
- Biowaste Contracts underspend of £1.5m due to savings resulting from lower than budgeted tonnages; and

- Other contract costs underspend of £1.2m largely a result of an underspend on lifecycle costs.

- 5.5 Operational financing underspend of £0.8m from lower than anticipated interest costs with rates lower than forecast and some savings on Minimum Revenue Provision (MRP) costs due to capital projects being completed later than anticipated.
- 5.6 The office cost underspend of £2.4m relates to consultancy fees due to works on Extended Producer Responsibility and the national Resources and Waste Strategy being reprofiled into 2023/24.
- 5.7 The provisional levy adjustment has been included within the outturn for 2022/23 with a forecast for the month of March 2023 which reflects the changes in tonnages being delivered by Districts. The adjustment will be made during 2023/24 after reflecting the actual position for March 2023.
- 5.8 The 2022/23 outturn position includes the return of £10m from 2021/22 reserves to the nine GM local authorities which was approved by GMCA in July 2022. Approval was provided in February 2023 by GMCA to apply £27m from 2022/23 reserves to reduce the 2023/24 levy.

6. TRANSPORT

- 6.1 The Transport revenue budget approved by GMCA in February 2022 was £282.0m, which included funding from the Transport Levy and Statutory Charge, Mayoral precept, grants and reserves. The majority of the Transport revenue budget is paid to Transport for Greater Manchester (TfGM) for transport delivery. The remainder of the Transport revenue budget is retained by GMCA for capital financing costs for Metrolink and other programmes.
- 6.2 The 2022/23 provisional outturn for the Transport budget is breakeven with total expenditure of £337.734m which is an increase compared to budget of £55.734m. The majority of the increase relates to additional grant funding provided to TfGM, offset by an underspend on capital financing costs. The table below shows the provisional outturn compared to original approved budget for the overall Transport budget with further detail on the TfGM provisional outturn later in the section.

Transport Revenue Budget 2022/23 Provisional Outturn	Budget 2022/23	Provisional Outturn 2022/23	Variance
	£000	£000	£000
Expenditure:			
Funding to TfGM	197,880	260,182	62,302
GMCA Transport Expenditure			
GMCA Traffic Signals	3,822	3,479	-343
City Region Sustainable Transport Fund Grant	0	1,905	1,905
Other Grants	0	1,012	1,012
GMCA Corporate	1,024	227	-797
Capital Financing Costs	79,274	70,928	-8,346
Total GMCA Expenditure	84,120	77,552	-6,568
Total Transport Expenditure	282,000	337,734	55,734
Transport Resources	-282,000	-337,734	-55,734
Total Expenditure	0	0	0

- 6.3 The table below summarises the budget for TfGM for 2022/23 and the outturn for the year of with an increase of £52.687m, largely due to the 'grossing up' of certain grant income and costs and additional expenditure on activities which are fully funded from additional grants. A commentary on the key changes is provided below the table.

Transport for Greater Manchester Budget 2022/23 Provisional Outturn	Budget	Quarter 3 Forecast	Provisional Outturn	Variance
	£000	£000	£000	£000
Expenditure:				
Concessionary Support	75,600	77,600	75,600	0
Supported Services	36,000	39,500	36,085	85
Covid Support Payments to Bus Operators	0	0	14,668	14,668
Capped Fares Scheme	0	17,000	14,908	14,908
Payment of Devolved BSOG	11,750	11,750	9,739	-2,011
Accessible Transport	3,700	3,700	3,686	-14
Operational Costs	34,997	37,597	40,189	5,192
Traffic signals costs	3,822	3,822	3,479	-343
Clean Air Plan Costs*	13,047	13,047	13,059	22
Scheme Pipeline development Costs	15,900	19,800	14,939	-961
Programme Delivery Revenue costs	0	0	2,820	2,820
Bus Franchising costs	15,895	15,895	9,217	-6,678
Metrolink Grant funded costs and net revenue loss	0	5,000	25,009	25,009
Financing	6,310	6,310	6,310	0
Total Expenditure	217,021	251,021	269,708	52,687

Funded by:				
Funding from GMCA	-197,880	-228,002	-260,182	-62,302
Traffic signals funding	-3,822	0	-3,479	343
DfT Rail grant	-1,900	-1,900	-1,900	0
Metrolink funding from Reserves	0	-2,700	-2,247	-2,247
TfGM funding from Reserves	-13,419	-13,419	-1,900	11,519
Total Funding	-217,021	-246,021	269,708	-52,687
Net Expenditure	0	5,000	0	0

* 100% of Clean Air plan costs are funded by grants from the Government's Joint Air Quality Unit

- 6.4 The costs of concessionary reimbursement outturned in line with budget, net of the transfers to reserves referred to below. In line with previous Department for Transport (DfT) guidance, TfGM has continued to reimburse bus operators for concessionary reimbursement consistent with pre-pandemic volumes. This has been adjusted for further DfT guidance, where operated mileage has been less than 100% of pre-pandemic levels. An underspend on the approved budget of £3.1m was transferred into the concessionary reserve and ring fenced for funding future bus and concessionary travel costs.
- 6.5 Since April 2020, the UK Government has been providing financial support to bus operators and Local Transport Authorities in England in response to the impact of the COVID-19 pandemic. This funding continued to be paid in the period from April to September 2022 and the amount 'passed through' to operators in the year is shown in the table above on the line 'Covid Support Payments to Bus Operators'.
- 6.6 From October 2022 operators gave notice of their intention to make commercial service changes across all areas of Greater Manchester in October including service withdrawals and reductions in frequency. Without intervention by TfGM the consequences of the service changes would be significantly detrimental in terms of accessibility to the network and accessibility for residents through the network to reach employment, education and key services such as health facilities.
- 6.7 In response and following consultation with members of the GM Transport Committee, TfGM has replaced withdrawn services at current frequencies, with the exception of minor variants where there is no negative impact on network coverage. Where commercial changes involve frequency reductions, these were restored to current levels up to a maximum of four buses per hour.

- 6.8 The financial impact of the additional services which were supported in 2022/23 was £6m, which was funded from the Bus Recovery Grant provided by DfT. These costs are included in the Supported Services line.
- 6.9 The costs of the Mayoral initiative for 'capped' bus fares for single and daily fares, which came into effect in September, and for weekly fares which came into effect in January, amounted to £14.9m in the year. These costs are being funded from GM's Bus Service Improvement Plan (BSIP) funding.
- 6.10 Payments of Bus Service Operators Grant (BSOG), which are funded from a devolved government grant, amounted to £2m less than budget due to lower mileage operated.
- 6.11 Costs of Accessible services amounted largely in line with budget.
- 6.12 Operational costs amounted to £3.3m higher than budget, including due to the costs of a voluntary severance scheme, £1.9m of which are being funded from General Reserves, and higher than budgeted spend on schemes funded from other grants.
- 6.13 The Clean Air Plan costs in the outturn above include all revenue expenditure in the year including that on further work on developing the business case; revenue support grants paid out as part of the Financial Support Scheme; and the operational costs for the Clean Air scheme. Together these costs amounted to £13.1m, all of these costs are funded by grants from the Government's Joint Air Quality Unit. The expenditure incurred and forecast for 2022/23 was reported to the GMCA via the GM Air Quality Administration Committee report dated 26 October 2022.
- 6.14 The budget approved for 2022/23 to progress the further development of GM's pipeline of future transport schemes was £15.9m. The outturn for the year was £14.9m which includes both scheme development costs and the costs of developing strategic outline business cases for schemes which are being delivered through funding from GMCA's City Region Sustainable Transport Settlement (CRSTS) award. This was part funded from the DfT through £8.4m from the Intra-City Transport Settlement funding for financial year 2022/23, with the remaining funding from the previously approved funding from GM's previous award of Transforming Cities funding (TCF2), which has now been amalgamated within GM's CRSTS award, as well as other CRSTS funding. This funding will be drawn down from the revenue funding provided within the CRSTS allocation.

- 6.15 The outturn also includes £2.8m of expenditure on programme management for Active Travel and the Cycle Hire scheme. These costs are funded from approved capital funding streams, facilitated by a capital revenue switch.
- 6.16 The budget included an estimated sum of £15.9m for the revenue costs for the implementation plans for the introduction of Bus Franchising. The outturn cost was £9.3m with the underspend being re-phased to future years.
- 6.17 Included in the funding from GMCA is £22.8m of Light Rail grant funding provided by DfT. After the receipt and application of this grant, and after the payment of £4.5m of financing costs, Metrolink made a net deficit of £2.3m. This has been funded from a ringfenced reserve held in TfGM for Metrolink.

7 RECOMMENDATIONS

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

Greater Manchester Combined Authority

Date: 30th June 2023

Subject: UK Shared Prosperity Fund – Proposal and recommendation of the GM UKSPF Local Partnership Board – Manchester City Council Phase 2 UKSPF programme.

Report of: Councillor David Molyneux, Portfolio Lead for Resources and Investment and Steve Wilson, Portfolio Lead Chief Executive for Resources and Investment

Purpose of Report

This report sets out a proposal from Manchester City Council on the second phase of UKSPF investment in the city and the recommendations of the GM UKSPF Local Partnership Board to the GMCA as the Lead Authority for Greater Manchester in relation to the investment proposal. The proposal is for the UKSPF Communities and Place investment priorities E1, E3 and E6.

Recommendations:

The GMCA is requested to approve the recommendations of the GM UKSPF Local Partnership Board set out below and to delegate to the GMCA Chief Executive, Treasurer and Monitoring Officer in consultation with the Resources and Investment Portfolio Leader, the finalising of the grant funding agreement including the ability to make minor amendments as required:

1. Grant Manchester City Council up to £2,125,545 of GM's UKSPF allocation over 2 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place Phase 2 proposal by March 2025, taking the Manchester City Council Communities and Place UKSPF investment across Phases 1 and 2 to a maximum of £5,013,823.
2. Note the additional impact of the Manchester City Council Phase 2 proposal to the collective impact of the currently approved ten Local Authority proposals in exceeding the majority of outcomes and outputs for the Communities and Place Investment Priority as set out in the GM UKSPF Investment Plan.

3. Support an additional UKSPF Communities and Place Intervention to be added to GM's UKSPF Investment Plan reporting the number of feasibility studies funded using UKSPF, reflecting the eligible and strategic use of UKSPF by local authorities to develop medium and long term regeneration ambitions for their places.

Contact Officers

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Report authors must identify which paragraph relating to the following issues:

Results of the [Sustainability Decision Support Tool](#) to be included here:

Recommendation - Key points for decision-makers		
Insert text		
Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health		
Resilience and Adaptation		
Housing	G	
Economy	G	
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Fur	G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.
		R Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Risk Management

Key risks identified in the GM UKSPF Investment Plan are:

1. Programme Finances - Grant funding from UKG is not secured in line with the published timeline by GMCA as anticipated resulting in delays to delivery.
2. Contract and Legal - Delays to the execution of the legal documents.
3. Staffing and Recruitment – Insufficient staff recruited to deliver the UKSPF programme in Greater Manchester.
4. Contract Monitoring – UK Government radically alters its proposed UKSPF monitoring expectations midway through the programme.

Mitigation has been identified and there will be further refinement and updating of the risk register over the lifetime of the Fund

Legal Considerations

As projects and programmes are identified, GMCA legal will ensure identified routes to market (e.g. grants, commissions, etc) are compliant with subsidy control and that grant funding agreements and contracts are fully compliant with UK law and manage risk for GMCA appropriately.

Financial Consequences – Revenue

The GMCA allocation of non-Multiply UKSPF over the three years to 2024/5 is £83.850m - £10.176m 2022/23, £20.352m 2023/24 and £53.322m 2024/25. The total annual allocation is expected to be received by GMCA in October 2022, April 2023 and April 2024.

Indicatively, a maximum of £69.523m of this allocation will be revenue.

The proposals contained within this report include UKSPF revenue expenditure of £473,545 over 2023/24 and 2024/25.

Financial Consequences – Capital

Of the £83.850m indicative UKSPF grant allocation, a minimum of £14.327m of this allocation will be capital as the UKSPF national prospectus sets a minimum capital spend of 10%, 13% and 20% respectively for each year of the Fund.

The proposals contained within this report include UKSPF capital expenditure of £1,652,000 over 2023/24 and 2024/25.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

Background Papers

GMCA July 2022 – GM UKSPF Investment Plan

GMCA October 2022 – GM UKSPF Investment Proposals – Communities and Place

Tracking/ Process

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

Yes / No **[Delete as appropriate]**

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

Overview and Scrutiny Committee

1. Background

- 1.1 GMCA as lead UKSPF authority for Greater Manchester submitted its UKSPF Investment Plan to government at the end of July 2022 following approval of the GM UKSPF Local Partnership Board, GM MP Engagement Group and the GMCA.
- 1.2 The GM UKSPF Investment Plan was agreed by Government in December 2022.
- 1.3 During January and February 2023, all UKSPF investment proposals recommended by the Local Partnership Board and agreed by GMCA in Autumn 2022 progressed towards grant funding agreement, with all submitted UKSPF Communities and Place programmes signed off by the end of March 2023.
- 1.4 All GM LAs submitted a proposal for UKSPF Communities and Place activity in their areas through to March 2025, except for Manchester City Council and Wigan Council that set out part proposals.
- 1.5 This report is to consider the final element of Manchester City Council's UKSPF Communities and Place programme, forecast spend and outputs and outcomes. Wigan Council's proposal will follow in due course.

2. UKSPF Communities and Place – agreed approach

- 2.1 The implementation approach for UKSPF Communities and Place Investment Priority, is that Local Authorities (LAs) would each receive a devolved grant allocation

to allow them to manage this element of the GM UKSPF Investment Plan in accordance with local priorities and UKSPF eligibility. This included LAs being responsible for ensuring value for money, programme/project management and successful delivery of their proposals and that will be part of the grant funding agreement terms to receive their allocation of UKSPF. Additionally, LAs would also be responsible for ensuring their proposals deliver against the cross-cutting themes of taking GM closer to net zero 2038, reducing inequalities and maximising social value. LAs were asked to submit their proposals to GMCA by early October 2022. Both Manchester City Council and Wigan Council submitted part proposals with a second phase of activity to be agreed after further development. This report considers the second phase of Manchester City Council’s proposal. The overall UKSPF Communities and Place allocation for each LA is set out below:

Govt “allocation” by LA and Funding Year		2022-23	2023-24	2024-25	Total
Bolton	10.8%	£752,424	£1,014,876	£977,109	£2,744,408
Bury	6.6%	£455,795	£614,781	£591,902	£1,662,478
Manchester	19.8%	£1,374,620	£1,854,100	£1,785,103	£5,013,823
Oldham	9.1%	£629,431	£848,983	£817,389	£2,295,803
Rochdale	8.5%	£593,257	£800,191	£770,413	£2,163,860
Salford	8.9%	£614,962	£829,466	£798,599	£2,243,026
Stockport	9.7%	£672,840	£907,533	£873,761	£2,454,134
Tameside	7.8%	£542,613	£731,882	£704,646	£1,979,141
Trafford	7.0%	£484,734	£653,814	£629,484	£1,768,032
Wigan	11.9%	£824,772	£1,112,460	£1,071,062	£3,008,294
TOTAL		£6,945,448	£9,368,086	£9,019,466	£25,333,000

2.2 In delivering this agreed approach, LAs are responsible for the achievement of the agreed outcomes and outputs for three Communities and Place interventions set out in the GM UKSPF Investment Plan and below:

- E1 – Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs

- E3 – Creation of and improvement to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces
- E6 – Support for local arts, culture, heritage and creative activities

2.3 As the approach for the Local Authority (LA) allocations to deliver the three interventions above was allocative not competitive, each of the ten LA proposals were reviewed by the GMCA UKSPF team for eligibility with published UKSPF guidance and deliverability. There were eight review criteria used – strategic fit, cross-cutting priorities, stakeholder engagement, equality duty, subsidy control compliance, deliverability, interventions – expenditure and interventions – outcomes and outputs to reach recommendation to the Local Partnership Board.

2.4 In making their recommendations to GMCA in October 2022, the Local Partnership Board considered the review and recommendations of the GMCA team set out in 2.3 above and was asked to:

- consider the strategic fit of each of the proposals from the Local Authorities against the UKSPF GM Investment Plan and the GMS shared commitments as well as their own local priorities.
- consider the collective impact of the LA proposals as these will deliver the targets set out in the GM UKSPF Investment Plan for Communities and Place interventions E1, E3 and E6.

2.5 The ten LA currently agreed and live proposals are forecast to exceed six out of seven of the relevant outputs and outcome targets set out in the GM Investment Plan for E1, E3 and E6.

2.6 The Phase 2 MCC proposal will add a further 2,150 sqm of commercial floorspace completed or improved, 1,380sqm of public realm improved, 16 events and increased footfall and will focus some UKSPF investment on 5 feasibility studies focussed on development frameworks to bring forward investment and improvements to high streets and town centres across the city in the medium to long term. The table below shows the impact on the Phase 2 MCC proposal on the targets set out in the GM UKSPF Investment Plan (additions in brackets). Again, it of worth noting that a further proposal from Wigan Council for c£2m of UKSPF investment is likely to add to the outputs and outcomes set out below.

		UKSPF Outputs - as identified in the GM Investment Plan				UKSPF Outcomes - as identified in the GM Investment Plan			
		Amount of Commercial space completed or improved	Amount of rehabilitated land	Amount of public realm created or improved	Number of local events or activities supported	Jobs created as a result of support	Number of community-led arts, cultural, heritage and creative programmes as a result of support	Increased footfall	Estimated Carbon dioxide equivalent reductions as a result of support
GM Investment Plan Targets (E1, E3 and E6)	Total	5,000	3,750	1,000	53	600	53	5% increase	TBC
GM LA Proposals: Output/Outcome Summary	2022/23	525	8,500	22,350	152	39	60	57,190	0
	2023/24	5,784	270	314,092	696 (+6)	139	189 (+4)	391,140	28
	2024/25	2160 (+ 2,150)	130 (+ 1380)	110,177	809 (+10)	212	269 (+4)	555,090	43
	TOTAL	10,619	10,280	446,619	1,673	390	526	1,003,420	71
% proposed vs IP target	% proposed vs IP target	212%	274%	44662%	3157%	65%	977%	TBC	TBC
NB: Increased footfall outcome: GM submitted a target of a 5% increase - DLUHC altered the outcome definitions from % to volume. The revised "target" will be subject to discussions with DLUHC in due course. No CO2 reduction targets were submitted with the GM Investment Plan as a target will be agreed dependents upon defined projects to be approved by GMCA and DLUHC.									

2.7 There remains one outcome – *Jobs Created* - that is lower than the target set out in the GM Investment Plan. This is because of higher-than-expected capital spend proposed by LAs, and because any jobs created through construction works are not eligible to be claimed against UKSPF. GMCA is assessing the impact of this UKSPF programme-wide to see if these outcomes can be delivered elsewhere in the GM UKSPF programme.

2.8 The expenditure profile by year and by expenditure type for the MCC proposal aligns with that set out in the GM UKPSF investment plan.

3. THE MANCHESTER CITY COUNCIL PHASE 2 PROPOSAL

3.1 Manchester City Council’s Phase One proposal agreed by GMCA on October 2022, focussed UKSPF investment on two places, with public realm improvements in Withington Village (pedestrianisation of Copson Street and the creation of a new library square on Wellington/Wilmslow Road) and improvements for Moston Lane, including an Environmental Stabilisation Plan and green space improvements at Simpson Memorial Park and Church Green.

3.2 Manchester City Council has put forward a Phase 2 proposal that will utilise the remaining £2,125,545 balance of their £5,013,823 allocation. It will deliver against the shared commitments of the Greater Manchester Strategy and principles of the UKSPF Communities and Place Investment Priority as set out in the GM UKSPF Investment Plan, in that it will make a significant contribution to restoring a sense of community, local pride and belonging, and therefore provide a strong strategic fit, individually and collectively. All elements of the proposal are eligible for UKSPF funding and will contribute to the expenditure, outcome and output targets for E1, E3 and E6 as set out in the GM Investment Plan. Manchester City Council has set out

their internal governance and programme/project management of their UKSPF allocation to ensure their programmes deliver to time and budget.

3.3 Manchester City Council's Phase 2 UKSPF proposal sets out ten projects, nine projects focussed in North Manchester, and one in East Manchester summarised as follows:

Manchester City Council UKSPF Communities and Place Phase 2 Proposal summary
<ol style="list-style-type: none">1. Remedial works to Simpson Memorial Hall in Moston as part of wider Moston Lane regeneration programme supported by Phase 1 UKSPF funding.2. Acquisition of a listed building in Moston.3. Development of Cheetham Hill Neighbourhood Development Framework.4. Development of Strangeways Strategic Regeneration Framework.5. Development of Newton Heath Neighbourhood Development Framework.6. Development of Harpurhey Local Infrastructure Framework.7. Development of Cheetham Hill Public Realm Study.8. Delivery of Strangeways Traffic Management and Highways works.9. North Manchester Culture Place Partnership - UKSPF investment will support capacity building to create a new innovative Cultural Partnership between cultural organisations and communities partners in North Manchester.10. Delivery of a new Gorton Town Square –a new multi-functional town square which will assist Gorton Market, improve the public realm and unlock wider development opportunities for the Gorton town centre.

3.4 As with all proposals from local authorities, the proposal was reviewed by the GMCA UKSPF Team against eight criteria – strategic fit, cross-cutting priorities, stakeholder engagement, public sector equality duty, subsidy control compliance, deliverability, interventions – expenditure and interventions – outcomes and outputs to reach a recommendation.

3.5 There are several areas noted by the GMCA UKSPF Reviewer, namely:

- The proposal was comprehensive and is a strong strategic fit to the GM UKSPF Investment Plan and the Greater Manchester Strategy, with a focus on place

based regeneration, either through capital schemes such as the new Gorton Square or through UKSPF investment in feasibility studies that will form the foundation for medium or long term regeneration activity. The proposal proposes investment into an innovative new cultural partnership for North Manchester – increasing engagement with community groups across the area, again a strategic fit to the UKSPF Investment Plan.

- The MCC Phase 2 proposal sets out activity and expenditure that is deliverable within the timeframe of the GM UKSPF programme, and the activity proposed builds on the type of investment being delivered by MCC in the first phase of their UKSPF investment.
- As in their Phase One proposal, MCC have addressed consideration of the cross-cutting priorities, equality duty and stakeholder engagement.
- The outputs and outcomes proposed will add significantly to two UKSPF Communities and Place outputs (commercial space completed or improved and amount of rehabilitated land). However, the type of investment MCC will make in feasibility studies will not deliver direct UKSPF outputs and outcomes within this programme period but are expected to deliver positive outcomes post-2025. It is notable that a number of LAs have used UKSPF investment to commission a series of feasibility studies not anticipated within the GM UKSPF Investment Plan and that will not deliver direct outcomes and outputs as the Investment Plan currently stands, but this strategic approach to UKSPF investment will deliver positive outcomes for places and communities beyond the timescale of this UKSPF programme period.
- The MCC Phase 2 proposal sets out a likely 10% increase in footfall for those projects that will deliver physical improvements within the UKSPF timescale. As with other LA proposals, further work is needed to establish a consistent baseline for outputs such as increased footfall and carbon reduction impacts, where further guidance from Government is expected.
- No issues have been raised with compliance to the new Subsidy Control Regime requirements, and the grant funding agreement between GMCA and MCC will reflect a requirement for compliance with the Subsidy Control regime, being clear that responsibility for compliance will sit with the individual LA.

3.6 The GMCA UKSPF team recommended the proposal should be supported by the GM UKSPF Local Partnership Board with any minor outstanding issues identified by the

appraisers dealt with via contracting, which should in turn recommend the proposal for approval by GMCA.

4. RECOMMENDATIONS AND NEXT STEPS

- 4.1 At the GM UKSPF Local Partnership Board of 19th June, the Board supported the proposal and agreed this recommendation should be sent to the GMCA for their ratification at their meeting of 30th June 2023.
- 4.2 Subject to GMCA ratification, the GMCA UKSPF team will then work with Manchester City Council to ensure all additional activity identified within this proposal is reflected in a revised Grant Funding Agreement and updated reporting and monitoring systems to allow delivery to begin as soon as possible.
- 4.3 It is further proposed that GMCA requests the addition of a further UKSPF Intervention within the Communities and Place investment priority into the GM UKSPF Investment Plan. This would be the addition of intervention E14 – Number of Feasibility Studies and the output being increased number of projects arising from funded feasibility studies. This would reflect the longer term “leverage” ambitions of UKSPF investment in Communities and Place by local authorities, in that the development of neighbourhood or strategic development frameworks will set the foundations for future development. This is an important and strategic approach to the use of UKSPF and is not currently reflected in the interventions set out in the GM UKSPF Investment Plan, or in the outputs and outcomes currently identified.
- 4.4 It is anticipated the final proposal for local authority investment using UKSPF Communities and Place allocation will be from Wigan and will come to the GM UKSPF Local Partnership Board and GMCA within the coming months.

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Greater Manchester Combined Authority

Date: 30 June 2023

Subject: GM Brownfield programme (Devolution Trailblazer deal) - Methodology and Year 1 Allocations*

Report of: Councillor Ged Cooney, Portfolio Lead for Housing and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure

Purpose of Report

This report seeks the Greater Manchester Combined Authority's approval to the allocation of up to £51.1m of the three year £150m Brownfield programme that is part of the 2023 Devolution Trailblazer Deal. The allocation has been determined by the methodology set out in this paper.

Recommendations:

The GMCA is requested to:

1. Note that the GMCA Treasurer, acting in conjunction with the GMCA Monitoring Officer, will utilise existing delegated authority to agree the final terms of the Brownfield programme grant agreement with DLUHC;
2. Approve the methodology for prioritising schemes in Year 1 of the Brownfield programme, as set out in Section 2 and Appendix 1;
3. Approve the allocation of up to £51.1m of the overall £150m funding devolved to GMCA;
4. Approve the utilisation of up to £500k of the Housing Investment Loan Fund surpluses to contribute to the revenue funding requirements of delivering the programme; and
5. Delegate authority to the GMCA Treasurer, acting in conjunction with the GMCA Monitoring Officer, to effect the necessary legal agreements for the individual grants between the GMCA and grant recipients, as set out in Appendix 2.

Contact Officers

Andrew McIntosh: Andrew.Mcintosh@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

It is recommended that the proposal is supported, as set out in the paper. The Decision Support Tool has identified the proposal will positively impact Housing and the Economy. The impact on the Carbon Assessment is currently unknown at this stage of the programme and will be monitored during and at the end of the programme.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing	G	The proposal will positively contribute to the number of affordable homes in GM. The proposal supports brownfield land being brought back into use where market failure has otherwise made this unviable. It may also support surplus to use buildings being demolished or retained and refurbished for new homes. The overall 3 year programme is required to unlock at least 7000 new homes by March 2026.
Economy	G	The deployment of £35m grant funding will contribute to improving economic development in the residential construction sector and associated supply chains. The deployment of £35m grant funding will support the delivery of 7000 new homes which will in turn increase jobs in the construction sector. The deployment of £35m grant funding will support the delivery of 7000 new homes which will in turn create jobs in the construction sector. The proposal will attract wider investment into GM. Wider investment will include private sector and other public sector funds. The proposal will increase opportunities for training and skills development in the construction sector and wider, e.g. apprenticeships.
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		Schemes that are to be considered as part of this grant award from DLUHC will have due regard to sustainability credentials in line with the Carbon Neutral 2038 target and applied through an agreed set of deliverability criteria.

G	Positive impacts overall, whether long or short term.	A	Mix of positive and negative impacts. Trade-offs to consider.	R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR	Negative impacts overall.
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Carbon Assessment		
Overall Score	[Redacted]	
Buildings	Result	Justification/Mitigation
New Build residential	[Redacted]	Unknown Unknown
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	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 grants will be conditional upon a satisfactory outcome of detailed due diligence and ongoing monitoring confirmation that the schemes are being delivered satisfactorily.

In view of the nature of the DLUHC grant funding agreements for this Brownfield programme any conditions will be mirrored in agreements between the GMCA and scheme promoters, mitigating any risk retained by the GMCA.

Legal Considerations

The GMCA will be required to enter into a grant agreement with DLUHC in order to receive the grant. Any terms and obligations within the DLUHC grant agreement will be flowed through to the ultimate grant recipients within the onward grant agreements to ensure that potential risks to the GMCA are passed on to those grant recipients.

An onward grant agreement and other associated legal documentation will be completed for each scheme ahead of the first grant payment.

As this is a grant the subsidy control position has been considered. The grant agreement from DLUHC to the GMCA is not deemed to be a subsidy as the GMCA will be acting as an intermediary for the funding and flowing through all of the grant money, other than its reasonable administrative costs, to grant recipients to deliver the various Brownfield programme funded schemes. The GMCA is therefore acting in the capacity of an

intermediary of the grant funding which is in line with the Government's Subsidy Control Statutory Guidance. Subsidy Control requirements will be considered further for each individual scheme allocation as part of the detailed due diligence, with any allocation being compliant with the Subsidy Control legislation.

Financial Consequences – Revenue

Approval to utilise up to £500k from the Housing Investment Loan Fund surpluses is sought, in order to support the costs of delivering the programme.

Financial Consequences – Capital

Capital expenditure is formed of up to £51.1m from the overall £150m Brownfield programme fund that is devolved to GMCA over 3 years. Discussions are ongoing with DLUHC to agree an amended spend profile of £35m in Year 1. This is at the final stage of their internal approval process, awaiting HM Treasury agreement. If £35m is agreed, the Fund will be overprogrammed up to £51.1m in order to ensure the first year spend commitment is achieved. In the event more than £35m is spent, the GMCA will cashflow up to an additional £16.1m.

Monitoring and reporting assurance will form part of the existing Single Pot Assurance Framework. The GMCA Section 73 Officer and GMCA Monitoring Officer will be required to confirm that investment is being used for the purposes agreed under the respective fund to deliver to fund's objectives.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

1. GMCA Trailblazer Devolution Deal (GMCA approval on 24th March 2023)

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. As part of the Devolution Trailblazer, government and GMCA have agreed a £150m package for brownfield land, to support the delivery of at least 7000 homes by 2025/26. This, along with further detail in the devolution deal, provides certainty around the capital the GMCA is likely to have to support housing growth over the next 5-7 years. This funding is part of the overall government Brownfield and Infrastructure Land (BIL) fund and therefore GM schemes will not be eligible for the Homes England BIL.

1.2. Further details on the mechanisms around the funding parameters will be agreed with government in due course however it is anticipated to largely mirror that of the existing Brownfield Housing Fund requirements that GMCA has delivered over the past 3 years. These include per scheme:

- Benefit Cost Ratio of 1 (plus non-monetised benefits)
- Green Book appraisal
- Evidence of market failure
- Housing delivery starts on site by March 2026

1.3. Discussions with DLUHC are ongoing to agree the spend profile. The GMCA has requested a reprofile of the spend with £35m in Year 1, with £57.5m then being required to be spent in each of 2024/5 and 2025/6. This is at the final stage of sign off with DLUHC and this paper assumes the re-profile is approved. Given the history of slippage related to the existing Brownfield Housing Fund programme it is proposed that there is overprogramming up to £51.1m to account for any schemes which slip or fall away. In the event that projects don't slip and more than £35m is required to be spent in Year 1 then this will be cash flowed by the GMCA, taking up the year 2 allocation ahead of receipt from DLUHC.

2. Methodology and Prioritisation of schemes

2.1. For previous rounds of the existing Brownfield Housing Fund a prioritisation process was prepared and applied to determine a shortlist of schemes to be supported. It is the intention that a similar prioritisation is used, with a focus on affordable housing delivery and the provision of net zero/additional environmental benefits, but with a greater emphasis on deliverability for this first year.

2.2. The proposed process has been summarised below. The prioritisation process comprises two elements:

- a. **Eligibility Criteria** - individual criteria are on a Pass/Fail basis, schemes unable to evidence and 'Pass' all elements will not proceed to the next stage of prioritisation. These specific criteria have been identified by DLUHC as those conditions to be attached to the funding agreement, this is the criteria set out in 1.2. These elements remain unchanged from the existing rounds of Brownfield Housing Fund. In addition, for Year 1 projects, all grant must be drawn down by March 2024. A programme for start on site is required for each scheme to support delivery, along with cashflows and two sets of appraisals (one with Brownfield grant and one without).
- b. **Prioritisation Criteria** – the second stage is centred on a number of criteria with the following weightings.

	2023/24
Deliverability	50%
Value for Money	30%
Strategic Fit	20%

2.3. **Deliverability (50%)** – schemes scored on the basis of their current delivery position and progress. The overall score was arrived at through a review of information gathered on schemes through a submission of evidence by each of the Districts. Individual conversations with each of the Districts and associated landowners/developers has been carried out as appropriate to support this. The Deliverability metric is key to ensuring that sites where funding is being committed are capable of being brought forward within the timescales expected. Site works must commence and achieve 100% spend by March 2024 to protect against slippage and ensure deliverability within the permitted timescale. It also enables the GMCA to offer greater flexibility around grant rates and prioritise better outcomes from Year 2 onwards, with average grant contribution rates to projects in Year 1 being lower than those for subsequent years.

2.4. Previous tranches have demonstrated that projects have slipped despite appearing deliverable and therefore over-programming will help mitigate the risk around not meeting the spend profile required by DLUHC.

2.5. For Year 1, an over-programming approach of up to £51.1m will be taken.

2.6. **Value for Money(30%)**- schemes were determined as high, medium or low value for money based on the grant amount per unit as per the approach below:

- High VfM (100%) – less than £10k (No affordable or low carbon), £14k (Affordable or low carbon), £17k (Affordable and low carbon)
- Medium VfM (50%) - less than £14k (No affordable or low carbon), £17k (Affordable or low carbon), £20k (Affordable and low carbon)
- Poor VfM (0%) – More than £14k (No affordable or low carbon), £17k (Affordable or low carbon), £20k (Affordable and low carbon)

- 2.7. This metric ensures that schemes that meet a greater number of GM priorities have been scored more favourably. This balanced approach allows grant to be spent on a greater number of schemes (and thus unlocking more homes) and to deliver greater against GM priorities.
- 2.8. **Strategic Fit (20%)** – Schemes that are more strategic in nature have been given higher priorities. These are linked to if the scheme sits within a Growth Location or town centre, aligns with Places for Everyone and local policies, as well as demonstrating a contribution to wider objectives (Modern Methods of Construction/Skills/Environment and Biodiversity).
- 2.9. Successful scheme applicants will be required to enter into a Grant Agreement. The agreement will be similar to the existing Brownfield Housing Fund grant agreements and continue to include overage provisions. It is assumed that through the award of grant funding to individual recipients that this would then not result in a developer's profit exceeding an inappropriate level. The purpose of the overage mechanism in this case would ensure that any uplift on top of this is captured up to the value of the grant. This mechanism will be worked through on a scheme-by scheme basis.
- 2.10. There is a need to procure external legal support to document and advise on the Grant Agreements. Based on previous rounds of Brownfield Housing Funding, these are estimated to cost in the region of £10k per scheme. The procurement and award of these legal services will be determined by the GMCA Monitoring Officer and will be in line with GMCA Corporate Procedure rules.
- 2.11. The detailed criteria and prioritisation methodology is set out in Appendix 1.

3. Year 1 priority schemes

- 3.1. Through the Growth Locations structure and Directors of Place, the GMCA have engaged with Districts to identify brownfield sites that are able to start works in 2023/24. Many of these schemes are known to GMCA, with the majority falling into Growth Locations.

3.2. Over 100 schemes were initially identified as having potential to start works on site this financial year. Through further conversations and submission of evidence, 58 schemes have been ranked as the most deliverable and offering the greatest outcomes. All schemes have provided evidence that demonstrate they can start on site and draw down grant by end of March 2024 and have homes being built by March 2026. All schemes have a BCR of at least 1 and have evidenced market failure and the need for public sector grant support.

3.3. 58 schemes will commit c.£51.1m, which includes an overprogramming of up to £16.1m.

3.4. Headlines from the proposed Year 1 allocations include:

- Over 4,300 homes will be unlocked and supported;
- 83% of schemes include affordable housing, of which 30 schemes will deliver over 50% affordable homes;
- 67% of schemes include low carbon measures (with some still to be confirmed);
- 40 will be delivered by Registered Providers, 14 by the Private Sector, with the remainder directly delivered by Districts; and
- £11.6k average grant rate per unit.

3.5. As with all residential development, there remains a risk that issues may arise on individual schemes that stall or slow delivery. However, if these schemes deliver as set out, it will leave significant flexibility for the remainder of the programme with £100m to support the delivery of the remaining 2700 homes.

3.6. 6 of the 58 schemes have also been submitted by Districts to the One Public Estate Brownfield Land Release Fund - round 2 (BLRF2). Successful schemes are expected to be announced by One Public Estate over summer and any unsuccessful schemes will go through GMCA's due diligence, providing a second opportunity for them to be supported through GMCA's Brownfield programme. If they are successful through BLRF2 then they will be removed from GMCA's Brownfield programme.

3.7. The full list of proposed schemes can be found at Appendix 2.

3.8. From the prioritised schemes, the below are examples of the type of support the GMCA is able to offer through the devolution funding.

- Manchester City Council Project 500 - this is a single approach to bringing forward complex small to medium, surplus to use, brownfield Council owned land. The sites are being developed by Manchester's strategic Registered Provider partners and commit to delivering 100% affordable tenures as well as looking at the best energy solutions available on a site-by-site basis. All new homes will be built with a 'fabric first' approach and commit to include renewable energy and no gas. The GMCA has prioritised 17 of the sites in Year 1.
- A scheme in Wigan for over 150 homes, all of which are for affordable tenures, has a developer and contractor engaged but has stalled due to increasing levels of abnormalities being identified in the ground. Securing the grant will allow the development to continue.
- A scheme in Salford will see 38 new apartments built to provide supported accommodation for older people in the form of an Extra Care 'lite' scheme.

4. Recommendations

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

Appendix 1 Criteria and Prioritisation methodology

Pass/Fail	Brownfield land, BCR of 1, drawn down 100% grant by March 2024, homes started on site by March 2026, evidence of market failure.			
Prioritisation Criteria & Proposed Weighting	Areas to Consider		Information Requirements	Scoring Criteria/Weighting
	Land ownership status	15%	Confirmation of who the applicant is (company number where applicant isn't the LA). <ul style="list-style-type: none"> Confirmation of who owns the land / evidence that applicant has control of the land (e.g. title report, development agreement etc.). If land assembly is required – timescales to do So 	Green – Land in Single Ownership Amber – Options/agreements in place Red– Land Assembly required/ unknown timescales
	Planning status	20%	<ul style="list-style-type: none"> Evidence of planning status for the specific 	Green – Detailed/Full Planning

Deliverability Schemes starting on site 2023/24 50% Weighting			scheme seeking funding – planning reference number to be provided and details of outstanding conditions.	Permission secured Amber – Planning will be secured before January 2024 Red – No planning permission secured
	Development partner / contractor appointed?	15%	Confirmation of who the delivery partner will be and evidence that they have been appointed / or programme to appoint.	Green – Developer Partner/Contractor in place Amber – Tender process underway Red – No Contractor in place
	Proposed start on site date 31 st March 2024 (earlier delivery given higher weighting)	20%	Project cashflow and development programme (showing works start on site, unit starts on site, funding drawdown and unit completions).	Green – Start on site before December 2023 Amber– Before 31 st March 2024 Red – Start on site after 31 st March 2024
	Other scheme funding sources / requirements	15%	Confirmation of other funding sources for the scheme / evidence that the Brownfield grant is the only outstanding fund.	Green – Grant Funding required only Amber – Grant Funding required as well as one other funding source

				Red – Grant Funding required as well as multiple (still TBC) funding sources
	Any key issues (e.g. site access, development partner capacity) that would prevent delivery starting on site and completing within the proposed programme?	15%	• Statement from the applicant confirming scheme deliverability.	Green – No other known delivery issues Amber – Delivery issues which can be mitigated Red – Delivery issues which severely impact delivery timescales
Value for Money 30% Weighting	Poor VfM	0%	More than £14k (No affordable or low carbon) £17k (Affordable homes or low carbon) £20k (Affordable homes and low carbon)	Red– Provides minimal value for money
	Medium VfM	50%	Less than £14k (No affordable or low carbon) £17k (Affordable homes or low carbon) £20k (Affordable and low carbon)	Amber- Provides medium value for money
	High VfM	100%	Less than £10k (No affordable or low carbon) £14k (Affordable homes or low carbon) £17k (Affordable homes and low carbon)	Green – provides high value for money
Schemes will be assessed in relation to their contribution towards the GM Strategy, PfE and GM Housing Strategy.				

Strategic Fit 20% Weighting	Does the scheme contribute to a place-based priority: <ul style="list-style-type: none"> • Located within a core Growth Location area and Town Centres (as defined within GMSF) • Supports town centre development 	50%	Strategic fit statement from the applicant describing how they meet some / all of the key objectives relating to place-based priority criteria.	Place-based priority: Green – Identified as P/E core growth area, town centre location or within associated District delivery documents Amber – Emerging/aspirational growth area, edge of town centre location Red – No allocation, strategic identification/significance within District
	Contribution to MMC/Skills/Environmental and Biodiversity	50%	Strategic fit statement from the applicant describing how they meet some / all of the key objectives	Green- All objectives met Amber- Some objectives met Red- No objectives met

Appendix 2 Year 1 Scheme Allocations

Authority	Scheme Name	Developer	RP/PR Developer	No of housing units	Grant required (£m)
Manchester	The Rossett	Great Places	RP	8	£ 120,000.00
Manchester	*Rodney Street	This City	PR	128	£ 1,680,000.00
Salford	Tootal / Eccles New Rd	Derive	RP	35	£ 595,000.00
Tameside	Land at Rutland Street	Prima Housing Group	RP	19	£ 190,000.00
Stockport	Edward Street	Guinness	RP	131	£ 1,637,000.00
Manchester	Rochdale Road	McGoff	PR	237	£ 2,370,000.00
Salford	Allotment Road	For Housing	RP	20	£ 200,000.00
Trafford	Warwick Road South	Southway	RP	80	£ 800,000.00
Salford	St Mary's	For Housing	RP	35	£ 490,000.00
Manchester	Louisa Street (Former Iron Foundry)	Jigsaw	RP	71	£ 1,065,000.00
Manchester	Brigham Street	One Mcr	RP	24	£ 360,000.00
Manchester	*Jurby Avenue	Irwell Valley	RP	13	£ 215,280.00
Bolton	Neighbourhood Bolton	Capital and Centric	PR	160	£ 2,227,173.00
Manchester	Downley Drive	Great Places	RP	52	£ 880,000.00
Manchester	Chorlton Irish Club	Southway	RP	29	£ 479,109.00
Manchester	Audrey Street / Egbert Street	One Mcr	RP	12	£ 180,000.00
Manchester	Lathbury Road	Jigsaw	RP	6	£ 90,000.00
Manchester	Longhurst Rd	Great Places	RP	22	£ 330,000.00
Oldham	Vaughan Street	Great Places	RP	46	£ 650,000.00

Salford	Fox Street	For Housing	RP	38	£ 570,000.00
Tameside	Hartshead	Trafford Housing Trust	RP	162	£ 1,825,000.00
Trafford	Tatton Place	Southway	RP	30	£ 255,000.00
Bury	York Street	Kellen Homes	PR	211	£1,950,000
Salford	Former British Vita	Kellen Homes	PR	168	£ 1,580,000.00
Wigan	Belle Green Lane	WMBC	LA	12	£ 204,000.00
Bolton	Harold Street/Cotton Street	Great Places	RP	27	£ 405,000.00
Manchester	Cross Lane	Southway	RP	8	£ 120,000.00
Manchester	Varey Street	Southway	RP	5	£ 40,000.00
Manchester	Chorlton Baths Site	MSV	RP	50	£ 450,000.00
Manchester	*Plant Hill Police Station	Irwell Valley	RP	12	£ 175,000.00
Manchester	Osborne Yard	CERT/ MPG Ancoats	PR	90	£ 1,350,000.00
Salford	St Boniface	Great Places	RP	24	£ 360,000.00
Salford	St Simons Street 'Move on'	MSV	RP	42	£ 500,000.00
Trafford	Clarendon House	CitiHaus	PR	68	£ 400,000.00
Wigan	Bradley Lane, Standish	Torus	RP	155	£ 2,325,000.00
Wigan	*Logwood Place	WMBC	LA	80	£ 1,340,313.00
Bolton	Roxalina Street	Great Places	RP	74	£ 1,184,000.00
Manchester	Oakwood Lodge	WCHG	RP	20	£ 380,000.00
Rochdale	*Whitworth Road	RBC	LA	14	£ 270,951.00
Bury	Green St	WC Investments	PR	132	£ 1,980,000.00
Manchester	Minden Close	Southway	RP	2	£ 30,000.00
Manchester	Winston Road / Hodge Street / Lordship Close	One Mcr	RP	28	£ 420,000.00
Manchester	Kenyon Lane, Moston	Jigsaw	RP	10	£ 150,000.00

Manchester	Olympic Freight Terminal	Kellen Homes	PR	272	£	4,624,000.00
Trafford	Christie Road	Southway	RP	60	£	900,000.00
Manchester	Didsbury Point	Southway	RP	76	£	1,140,000.00
Salford	C2	ECF	PR	196	£	1,470,000.00
Bolton	*Rivington Chase phase 3	Bolton	LA	219	£	2,000,000.00
Manchester	Queens Road	Guinness	RP	8	£	149,640.00
Manchester	Palgrave Avenue	Guinness	RP	7	£	131,194.00
Manchester	351 Palatine Road (Grants / Vik's Bar)	WCHG	RP	16	£	320,000.00
Manchester	Former Manox Works (Iron St / Coleshill St)	Landacre LTD	PR	410	£	2,000,000.00
Stockport	PJD - Chestergate	Great Places	RP	144	£	2,880,000.00
Oldham	Land to rear of 101-171 Belgrave Road Oldham and Land of Thatcher Street Oldham	First Choice Homes Oldham	RP	19	£	285,000.00
Manchester	Canberra Street	Guinness	RP	4	£	78,748.00
Manchester	Vine Street	Kirkland/ Jigsaw	PR	25	£	500,000.00
Tameside	The Hollies, Hollingworth	Jigsaw	RP	12	£	180,000.00
Wigan	Enterprise Park	Great Places	RP	106	£	1,590,000.00
*denotes schemes also submitted to the OPE's BLRF2 programme						

Greater Manchester Combined Authority

DATE: 30 June 2023
SUBJECT: Social Housing Quality Fund
REPORT OF: Cllr Gerald Cooney, Portfolio Lead for Housing

PURPOSE OF REPORT

This report updates GMCA on the £15 million Social Housing Quality grant funding announced to GMCA on 25 January 2023, and seeks approval of the proposed approach for the allocation and monitoring of funding to social housing providers in Greater Manchester (including stock-holding GM local authorities/ALMOs).

RECOMMENDATIONS

The GMCA is requested to:

1. Note the receipt of £15 million Social Housing Quality Funding
2. Approve the proposed approach and process for allocating grant to social housing providers in Greater Manchester
3. Approve delegation to GMCA Chief Executive in consultation with the Portfolio Leader and Chief Executive for Housing to ensure rapid release of funding to allow urgent works to be undertaken.

CONTACT OFFICERS

- Andrew McIntosh, GMCA Place Director
(Andrew.McIntosh@greatermanchester-ca.gov.uk)

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

- a) Note the receipt of £15m Social Housing Quality Funding
- b) Approve the proposed approach and process for allocating grant to social housing providers in Greater Manchester
- c) Approve delegation to Chief Executive in consultation with the Portfolio Leader and Chief Executive for Housing

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	The English Housing Survey shows a disproportionate number of households/people with the protected characteristics live in rented housing: young people, people with black, Indian, Pakistani or Bangladeshi, or other ethnic minority group, and people with long term illness or disability. The English Housing Survey shows that people living in social housing are significantly overrepresented in the lowest two income quintiles. Housing Providers in receipt of the Social Housing Quality Fund grant are required to conduct extensive tenant engagement to ensure the views of tenants are heard and to secure buy in on the proposed measures to the home. Improved conditions in social housing will improve the quality of neighbourhoods and support a more stable base for communities to grow stronger.
Health	G	The impact of bad housing, and damp and mould hazard in particular, can put individual's physical health at risk in a significant number of different ways. Funding improvements to social housing will improve the quality of homes by addressing damp and mould hazards and the risk of hazards in the social homes included in the programme. Poor quality housing can take a significant toll on mental health, such as the stress and worry created by damp and mould hazards posing a physical threat to health. Poor housing can impact a household's ability to enjoy a full social life. For example, concerns about the safety of a home, or a sense of shame or feeling of stigma as a result of it, can lead to a reticence to invite friends or visitors.
Resilience and Adaptation	G	Action to improve social housing should positively affect physical and mental health. The relationship between the quality of homes and households' ability to withstand disruption was emphasised during COVID. Improved homes enable people to withstand disruption that requires them to spend more time in their homes.
Housing		The primary aim of the funding programme is to improve the quality of existing social homes. The proposal will support social landlords in meeting their Decent Homes Standards duty through funding works to improve the condition of homes.
Economy	G	Economic activity will be generated by the property investment works to social homes and the associated supply chain. Employment opportunities will be generated by the property investment works to social homes and the associated supply chain. The funding will provide employment opportunities within the construction sector and supply chain for the property investment works to social homes.
Mobility and Connectivity		
Carbon, Nature and Environment	A	During property works to social homes there may be negative impacts to the level of noise pollutants in the environment. Delivering fabric improvements to social housing will have positive impacts to the energy efficiency of homes and therefore on heat demand and carbon emissions.
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		Delivering fabric improvements to social homes to address damp and mould issues will support the energy efficiency of homes and should have a positive impact on heat demand and carbon emissions from the home.
Overall	G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.
		R Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance		The funding will address damp and mould hazards and risks in social housing and will not capture EPC ratings, although undoubtedly will bring about improvements to the energy performance of homes. Housing Providers must increase the minimum efficiency rating to EPC C by the end of the decade. ²
New build non-residential (including public) buildings	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

Key risks for the funding programme described in this report are:

- Reputation:** Failure to deliver on the objectives of the funding programme will affect GMCA's relationship with the Department of Levelling Up, Housing and Communities and may affect our ability to secure future funding into the region.
- Financial:** Funding clawback may apply where funded works are not delivered on time.
- Market Sustainability:** Having several housing providers completing physical improvements to their social homes may create capacity issues in the supply chain. Inflationary pressures may impact the deliverability of schemes. Although grant recipients are asked to factor both issues into their funding bids to provide deliverability assurance.
- Capacity:** There is no formal revenue support as part of the funding programme and programme management resources will need to come from existing team resource at GMCA. Likewise grant recipients are not able to request revenue support as part of their bids and will need to account for this within their organisational business planning.

To mitigate this risk, the Planning and Housing Team have dedicated Project Management support to oversee all of this work, supported by a project team and reporting into the Senior Responsible Officer for the grant.

Legal Considerations

Legal advice has been taken on onward grant agreements, procurement and information governance considerations where required.

Financial Consequences – Revenue

GMCA will be resourcing the work required to manage the funding programme, with the exception of a small contribution to evaluation costs which DLUHC have confirmed can be taken from the funding allocation.

Financial Consequences – Capital

GMCA will receive £15 million capital funding from DLUHC to allocate to social housing providers in GM, with a small percentage of the funding available for evaluation and monitoring purposes.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

NA

Background Papers

NA

Tracking/ Process

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

NA

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

NA

Overview and Scrutiny Committee

NA

1. BACKGROUND

- 1.1 On 25 January 2023, Michael Gove, Levelling Up Secretary of State, gave a speech to the Convention of the North around the quality of social housing.¹ With the tragic death of Awaab Ishak in Rochdale reinforcing the need for action, he reaffirmed the Levelling Up mission to improve the quality of every home. At the Convention he announced Government will allocate £30 million to Greater Manchester and the West Midlands for urgent decency work to tackle health hazards in social housing, particularly around damp and mould.
- 1.2 The Department of Levelling Up, Housing and Communities (DLUHC) confirmed GMCA and West Midlands Combined Authority will each receive £15 million grant funding. We have advised DLUHC that we will be able to make use of up to £15 million on projects consistent with the remit, supporting improvements in the quality of social homes, that we can ensure that the projects represent value for money, and that the outcomes will be assessed through an appropriate evaluation process.

2. DLUHC FUNDING CRITERIA

- 2.1 In a Memorandum of Understanding (MOU) between DLUHC and GMCA, DLUHC confirms capital-only financial support will be available to local authorities and/or registered providers of social housing in Greater Manchester towards expenditure in relation to improvements in the physical decency of social housing with a focus on serious hazards including damp and mould. The funding is provided for the 2023/24 financial year only.
- 2.2 The MOU confirms GMCA will have responsibility and accountability for the allocation of the funding, including discretion over the funding criteria as long as it satisfies the requirement of making improvements in the quality of social housing in GM.

¹ [Levelling Up Secretary's speech to the Convention of the North - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/speeches/levelling-up-secretary-s-speech-to-the-convention-of-the-north)

2.3 GMCA received the funds from DLUHC on 12 June 2023 and will pass through to social housing providers (RPs and local authorities/ALMOs) in Greater Manchester on the basis of evidence about urgent works needed to homes to deal with health hazards to residents.

3. GMCA APPROACH TO FUNDING ALLOCATION

3.1 A process has been set out to allow funds to be provided swiftly to social landlords with stock in Greater Manchester who can evidence that they have damp and mould issues.

3.2 The following sections outline our initial proposed funding criteria, recommended approach to prioritising funding, indicative timescales and the proposed process for delivery. It takes learning from the administration of the Green Homes Grant and Social Housing Decarbonisation Fund.

(i) Proposed GMCA Funding Criteria and Prioritisation

3.3 The primary objective of this programme is to improve the physical decency of social housing, targeted at homes with serious damp and mould hazards. GMCA wants to maximise the impact of the funds available on those properties and households currently facing housing health and safety rating system (HHSRS) Category 1 or 2 hazards² of damp and mould growth.

3.4 It is recommended that all social housing providers in Greater Manchester (including stock-holding GM local authorities/ALMOs) are eligible to apply for funding to improve the physical decency of their stock GM. The funding is recommended to be allocated to eligible applicants, requiring a minimum 25% match funding, and prioritised as follows:

- Band 1: Dealing with Category 1 damp and mould HHSRS hazards;
- Band 2: Dealing with Category 2 damp and mould HHSRS hazards facing vulnerable households;
- Band 3: Dealing with other Category 2 damp and mould HHSRS hazards;

² The housing health and safety rating system (HHSRS) is a risk-based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings. It was introduced under the [Housing Act 2004](#) and applies to residential properties in England and Wales. This assessment method focuses on the hazards that are present in housing.

- Band 4: Dealing with properties where tenants have reported damp and mould issues and surveys have identified remedial action required;
- Band 5: Supporting 'infill' works to properties of archetypes with vulnerable tenants where issues are known to occur and where evidence demonstrates elevated risks of hazards occurring;
- Band 6: Supporting 'infill' works to properties of archetypes where issues are known to occur and where evidence demonstrates elevated risks of hazards occurring.

3.5 It is not anticipated that bids will include large number of homes in Bands 1-3 but it is vital that any which do have HHSRS assessed hazards are prioritised for this programme. SHQF will aim to fund as many applications judged as suitable and deliverable as possible within the budget available (prioritising homes in Bands 1-3), while reserving the right to adjust the funding approach in light of the scale and pattern of bids received. Applicants will also be asked to explain the additionality of the funded work to improve the quality of social homes in their ownership, including how this will expand and/or accelerate existing investment programmes.

(ii) Indicative Timeframe and Process

3.6 GMCA received funding from DLUHC on 12 June 2023. Subject to GMCA's approval of the criteria and prioritisation set out in this paper, we will aim to complete assessment of bids by mid-August, with issue of funding decisions shortly thereafter. This is intended to achieve early start to works, with the intention (of capital works being completed in Quarter 2 to Quarter 4 FY 2023/24 (i.e. before the end of March 2024)).

3.7 A grant funding agreement will be used between GMCA and social housing providers who are successful in their bids. These will include specific targets aligned to the proposed measures and interventions included in respective bids and will include the performance reporting metrics required by DLUHC as part of their funding programme governance, monitoring and evaluation.

Greater Manchester Combined Authority

Date: 30th June 2023

Subject: GM Investment Framework, Conditional Project Approval

Report of: Councillor David Molyneux, Portfolio Lead for Resources and Investment and
Eamonn Boylan, Chief Executive

Purpose of Report

This report seeks Greater Manchester Combined Authority (“Combined Authority” and “GMCA”) approval for a loan to The Greater Manchester Chamber of Commerce (“GMCC”). The loan will be made from recycled funds.

Further details regarding the loan are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

Recommendations

The GMCA is requested to:

1. approve the loan facility of up to £250k to The Greater Manchester Chamber of Commerce; and
2. delegate authority to the Combined Authority Chief Executive and Combined Authority Monitoring Officer to review the due diligence information in respect of the above loan, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the loan, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan 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

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing		
Economy	G	Investment supporting jobs and service delivery in Greater Manchester
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		N/A
Further Assessment(s): Equalities Impact Assessment		
G	Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.
R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR 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 non-residential (including public) buildings	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 loan 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

The proposed loan will be made from recycled funds.

Financial Consequences – Capital

The proposed loan 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 Fund 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. Greater Manchester Chamber of Commerce, Manchester

- 2.1.1. The business case in respect of a £250k loan to The Greater Manchester Chamber of Commerce has been submitted to, and appraised by, the Core Investment Team and is recommended to the Combined Authority for approval.
- 2.1.2. The Greater Manchester Chamber of Commerce is the largest accredited Chamber in the UK. It represents a range of companies across a variety of sectors, from sole traders to large corporates, being a recognised voice for business in the region. It provides support in everything from networking opportunities and HR support to a range of international services and the opportunity to utilise its marketing platforms.
- 2.1.3. The loan will help to support the business as it seeks to generate revenue growth alongside management of its working capital requirements.
- 2.1.4. Further details regarding the loan 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.

Greater Manchester Combined Authority

Date: 30 June 2023

Subject: Stockport Mayoral Development Corporation (MDC) Delivery Plan 2023 - 2028

Report of: Andy Burnham, Mayor of Greater Manchester and Simon Nokes, Executive Director of Policy & Strategy

Purpose of Report

To seek approval from the GMCA for the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan 2023-2028 and the Annual Action Plan which sets out more detail on the commercially sensitive activities the MDC will undertake over the course of 2023 / 2024 to deliver the objectives in the full plan. The confidential Annual Action Plan is included **as Part B** of this report.

Recommendations:

The GMCA is requested to:

1. Approve the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2023 – March 2028 (Annex A)
2. Approve the Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2023 – March 2024 (Part B)

Contact Officers

[Simon Nokes](#), Executive Director of Policy & Strategy

[David Hodcroft](#), Infrastructure Lead (Place)

Equalities Impact, Carbon and Sustainability Assessment:


Recommendation - Key points for decision-makers









The impacts are positive overall. There was insufficient technical detail to complete some aspects of the assessment given the strategic nature of the document (it's not a planning application).

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	See question 3. See question 3. The MDC will look to provide inclusive opportunities in the new homes that it will deliver by providing a range of types and tenures to all income groups. It will also ensure that Town Centre West has the correct social infrastructure to deliver equality for the residents of the Town Centre See Question 3. See question 3.
Health		
Resilience and Adaptation		
Housing	G	The MDC's plans will bring forward significant residential development, including 1,000 new homes, as a minimum, by 2024 including affordable housing. Will regeneration the town centre area within the operating area. As per question 2.
Economy	G	It is anticipated that the MDC's actions will have significant, beneficial impacts on the economies of Stockport and the wider Greater Manchester conurbation. See question 1. See question 1. See question 1. See question 1. See question 1.
Mobility and Connectivity	G	The MDC's plans include a new transport interchange in the centre of Stockport, significant new cycling and walking infrastructure and support for the delivery of the outline business case to bring Metrolink to Stockport. See question 1. See question 1. See question 1. See question 1.
Carbon, Nature and Environment	G	Will deliver a netgain in biodiversity as required by national legislation. An assesment of the projects carbon budget is being undertaken and a feasibilty study for a heat network has been completed.
Consumption and Production	N/A	
Contribution to achieving the GM Carbon Neutral 2038 target		
Full	<p>G Positive impacts overall, whether long or short term.</p> <p>A Mix of positive and negative impacts. Trade-offs to consider.</p> <p>R Mostly negative, with at least one positive aspect. Trade-offs to consider.</p> <p>RR Negative impacts overall.</p>	

Carbon Assessment

Overall Score 

Buildings	Result	Justification/Mitigation						
New Build residential		It's a business plan not planning policy or a planning application. There are commitments to reducing carbon.						
Residential building(s) renovation/maintenance	N/A							
New build non-residential (including public) buildings	N/A							
Transport								
Active travel and public transport		The MDC's plans include a new transport interchange in the centre of Stockport, significant new cycling and walking infrastructure and support for the delivery of the outline business case to bring Metrolink to Stockport. See Question 4.						
Roads, Parking and Vehicle Access		The MDC's plans include a new transport interchange in the centre of Stockport, significant new cycling and walking infrastructure and support for the delivery of the outline business case to bring Metrolink to Stockport.						
Access to amenities		The MDC's plans include a new transport interchange in the centre of Stockport, significant new cycling and walking infrastructure and support for the delivery of the outline business case to bring Metrolink to Stockport. See above						
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

See paragraphs 1.6 to 1.7

Legal Considerations

There are no legal considerations.

Financial Consequences – Revenue

There are no direct financial consequences to the GMCA

Financial Consequences – Capital

There are no direct financial consequences to the GMCA

Number of attachments to the report: 1

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

- The Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2022 – March 2027
- The Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2022 – March 2023
- The Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2021 – March 2026
- The Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2021 – March 2022
- The Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2020 – March 2025
- The Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2020 – March 2021
- Greater Manchester Economy, Business Growth and Skills Overview and Scrutiny Committee 12 June 2020
- Stockport Mayoral Development Corporation to the GMCA on 29 March 2019
- Stockport Council Report to the Corporate, Resource Management & Governance Scrutiny Committee on the 6 August 2019
- The Stockport Town Centre West Mayoral Development Corporation (Establishment) Order 2019 (S.I. 2019/1040)
- Stockport Mayoral Development Corporation Report to the Joint AGMA/GMCA Board on 11 January 2019 Town Centre Challenge
- Stockport Council Cabinet Report on the Creation of a Mayoral Development Corporation in Stockport's Town Centre West – 18 December 2018
- Town Centre Challenge Report to GMCA on 28 September 2018
- Town Centre Challenge Report to GMCA on 26 January 2018

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?

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

- 1.1 In September 2019, the Mayor of Greater Manchester used his devolved powers to establish a Mayoral Development Corporation (MDC) for Stockport Town Centre West, in collaboration with Stockport Council and Homes England.
- 1.2 The MDC has a clear remit to take forward the GMCA and Stockport Council's ambitious plans for the regeneration of Town Centre West, delivering new homes and growth as well as the long-term vision for the area set out in Stockport Council's Strategic Regeneration Framework.
- 1.3 The Strategic Regeneration Framework sets out how up to 3,500 new homes and 1,000,000ft² of new employment floorspace could be delivered across Town Centre West over the next fifteen years.
- 1.4 The SRF presents an ambitious long-term vision for Town Centre West, based on the MDC's guiding principles of Community, Innovation, and Sustainability – and is intended to inspire, excite and engage with existing and future residents and businesses as well as with developers and investors.
- 1.5 The MDC has committed itself to developing Town Centre West as Greater

Manchester's newest, coolest and greenest neighbourhood, and is already delivering on this ambition through several key schemes:

- 1.6 To support oversight by both Stockport Council and the GMCA, the MDC produces a Strategic Business Plan that specifies what activity the MDC will undertake. The Business Plan enables the GMCA and Council to exercise oversight and control of the MDC and be assured that that the MDC is acting in a manner which is consistent with their priorities.
- 1.7 The MDC Board (on which the GMCA is represented) meets quarterly and oversees the work of the MDC, providing expertise, managing risk and addressing issues as appropriate.
- 1.8 The MDC Business Plan complements Stockport Council's plans for town centre residential and infrastructure development, as well as its key priority around sustainability. It is also consistent with GMCA's priorities for town centre regeneration, carbon neutrality, and brownfield development.
- 1.9 The MDC's Board approved its updated Business Plan in March 2023, while Stockport Council's Economy & Regeneration Scrutiny Committee and Cabinet will consider the plan this month. The GMCA is now asked to consider and approve the updated Business Plan, attached at Appendix A.

2. Governance and Accountability of the MDC

- 2.1 The MDC is governed by its Board, which is chaired by the former Head of the UK Civil Service, Lord Kerslake. The GMCA and Homes England are both represented on the Board along with political representation from Stockport Council.

2.2 The Strategic Business Plan is supplemented by a confidential Annual Action Plan (Attached as Appendix B) which sets out more detail on the commercially sensitive activities the MDC will undertake over the course of 2023 / 2024 to deliver the objectives in the full plan.

3. Strategic Business Plan

3.1 The full Strategic Business Plan 2023-2028 is attached at Appendix A. In Summary, over the period 2023 – 2028, the MDC will deliver against the following commitments:

- Housing a Growing Community - The MDC will, as a minimum, bring forward 1,000 new homes by 2024.
- Putting People at the Heart of delivery - Social value, meanwhile uses, partnership and inclusive design.
- Communications, External Relations & Engagement - Through its communications partners and the GMCA external relations function, the MDC will raise its profile as and scale-up its community engagement work.
- Sustainability & Carbon Reduction - The MDC will progress ongoing feasibility work across the themes of sustainable heat and energy generation, sustainable transport, and green infrastructure into a range of deliverable project interventions.
- Enhancing Connectivity – The MDC will support delivery of the Outline Business Cases for Metrolink Extension, Stockport Station Redevelopment, and a comprehensive package of highways improvements across Town Centre West.
- Innovation & Future-Proofing - The MDC will adopt an innovation framework to direct a range of feasible, viable, and deliverable innovation solutions for Town Centre West across both the public realm and individual development schemes and carry out annual deep dives into priority built environment innovation use cases, including renewable energy generation (2023-24).
- Investment - MDC will continue to explore private and public sector investment appetite in development opportunities in Town Centre West, including through the creation of a long-term place based investment partnership.

3.2 An update on the 2022-2027 business plan and draft MDC Business Plan 2023-28 was considered by the MDC when it met on the 24 March 2023.

4. Recommendations

4.1 Recommendations are found at the beginning of this report.

Annex A - The Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2023 – March 2028

See Attached.

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Stockport Town Centre West
Mayoral Development Corporation



DRAFT Strategic Business Plan, 2023-28

Chair's foreword

I am delighted to be introducing this, our fourth Business Plan for Stockport MDC. Its record of achievements to date and the credible but ambitious plans for the future mean I am more convinced than ever that Stockport and the MDC is creating a model of national significance.

Since its creation in September 2019, the MDC has successfully transformed from novel concept to proven delivery vehicle. Our first phase of development is well advanced with key schemes delivering over 1,100 new homes, over 170,000 sq. ft of office space, state of the art transport facilities and a new two acre park now nearing completion. The quality of the schemes behind these numbers demonstrate the ambition of the MDC and our partners to bring forward development in line with our vision, whether that be the restoration of the eighteenth century Weir Mill or the cutting edge engineering methods being applied in the transport Interchange.

This progress has been against the hugely challenging backdrop of the Covid-19 pandemic, historically high rates of inflation, energy insecurity and accelerating environmental crisis. Far from knocking us off course, these challenges have redoubled the resolve of MDC partners to continue the long term work of supporting Stockport's transformation into a 'town of the future', a place which is resilient to future shocks.

Over the last twelve months our progress in establishing Town Centre West as Greater Manchester's newest urban neighbourhood has caught the eye of the property industry and beyond with positive coverage of both Stockport and MDC in the press. This recognition and profile makes a vital contribution to building local pride in the town.

At a local level, I've been hugely encouraged to hear this positivity echoed by Stopfordians. Local businesses who can now see a future for their growing businesses in the borough as we increase the high quality office space available at Stockport Exchange. Veterans and young people being equipped with the skills to find work in the construction industry through hands-on training on our state of the art construction sites. Local people whose wishes and ideas are shaping the design of the brand new two acre park which will be created on top of the transport Interchange.

Our progress means that over the next twelve months we will welcome the first new residents and visitors to the new homes and facilities we have created. This is a pivotal moment for the MDC. While our focus has and continues to on delivering hard infrastructure, it is the creation of new communities where people can live happy and healthy lives which is our ultimate goal. During the early part of this Business Planning period, we will therefore be moving to a new phase of activity, widening our focus to include:

- Collaboration with private, public and VCSFE partners on the use and animation of our new developments. This work will be crucial to ensuring that the homes, public spaces and facilities we're creating are used and developed in ways which realise our ambitions of environmental sustainability, thriving communities and the wider vitality of Stockport town centre.
- Seeking opportunities to develop the social infrastructure which will enable existing and new town centre residents have access to a range of informal and formal facilities, services and organisations they need to thrive.

This work will take place in parallel with delivery already well underway to bring forward the second phase of development in Town Centre West. Over the last twelve months the MDC Team have lead an ambitious procurement process to select a joint venture partner to develop Stockport8, an eight acre site and unique opportunity to shape the neighbourhood. During this Business Plan period we will see the joint venture bring forward approx. 1,200 new homes on the site along with supporting infrastructure.

This track record of delivery and credible pipeline for the next phase of development means that confidence is high that we can meet our ambition of delivering 4,000 new homes over the next decade – as well as the facilities and amenities which will make Town Centre West a great place to live.

Restoring civic pride in our towns and rebuilding town centres which are sustainable, inclusive and resilient so they are fit for future generations are among the most important public policy priorities we face. For too long regeneration has focused on city centres but Stockport is leading the way, demonstrating that a complementary relationship between cities and towns can be harnessed for great mutual benefit.

The MDC is a key vehicle for delivering on this potential and the years ahead are very exciting indeed.

Lord Bob Kerslake

Chair, Stockport Mayoral Development Corporation

Twelve months in the life of Stockport MDC.....

Over the last twelve months we've seen a huge amount of activity as the transformation of Town Centre West has become visible for all to see. On these pages you can hear what this change has meant to some of the local people who have been involved, designing new public spaces, developing construction skills through hands-on training in our state-of-the-art construction sites or enjoying the new facilities being created.

Shaping the future of Town Centre West

Interchange Park resident engagement: Local people shaping the design of Stockport's newest park



Stockport Council, supported by Forever Consulting, has undertaken a programme of community engagement to shape the design of the new park being created on top of the Interchange. Activities included online family art drawing sessions, primary school groups and workshops with students from Stockport college, roadshows in the town and focus groups with specialist groups including Disability Stockport, AgeUK Stockport and Stockport Race Equality Partnership and Sector 3. The images above and the quotes below were part of the ideas and views shared in these sessions which have helped to shape design and plans for the park:

"A green, relaxing space for people to wander through or even sit and relax is much needed in this area. I visit the town centre often and will make the most of this new green space."

"The nature areas to include lots of wildflowers and all trees and plants to be attractive to bees, birds and butterflies.."

I would like it to be inclusive so access for disabled people, sensory garden scented flowers, kids play equipment that includes wheelchair accessible equipment like a round-about or swing, benches, trees maybe water feature for calming feel."

People at the heart of delivery

Wilmot Dixon Building Lives Academy: Upskilling a new generation of Stockport construction professionals



Through the Building Lives Academy at Stockport Interchange, Willmott Dixon is equipping local people with skills to find work in the construction industry through hands-on training. Through intensive courses, local residents are securing qualifications including Health & Safety in Construction Level 1 certification and CSCS cards. The training is being run alongside Groundwork Greater Manchester's sustainable futures construction programme, funded by the Prince's Trust:

"It's been a fantastic learning experience to come around and see a modern site, something they're going to be part of, something they're going to walk past every day" Mark Torres, T Level Construction Liaison, Stockport College

"[The course has] transformed my confidence. I wanted to go into landscaping or bricklaying, and I didn't know much about construction, but it's been a good experience. I enjoyed the course. I learned lots about the health and safety aspects and I really enjoyed the on-site work experience placement." Cain Powers-Evans, local resident and Building Lives Academy student

Town Centre West coming to life

Businesses making their home in Town Centre West

Stockport Exchange is now established as a leading business hub in the North West. Below you can hear from business leaders who have chosen Exchange as the home for their growing businesses:



"We're eight minutes from Manchester by train and the road and air links are ideal for national and international travel." Steve Oliver, CEO musicMagpie and Chair of Stockport Economic Alliance

"What's not to love about Stockport Exchange? A beautiful setting, right on the doorstep of the station, with a modern spec, and a beautiful sunset to take in, whilst sipping a cold drink from Bask." - Benji Taylor, BASK



"We've combined open, collaborative areas with intimate meeting spaces and digital tools to give an attractive and practical working environment. When deciding where we should move our UK headquarters to, we were aware of Stockport's regeneration plans and wanted to be part of the town's exciting future." - Tom Urwin, Head of Finance, BASF plc, Stockport Office

Beyond Stockport Exchange businesses are drawn the Town Centre West and the transformation that is taking place:



"Our creative agency was originally located in the market square but we spotted an opportunity to purchase our own building in Town Centre West in 2021. Knowing a bit about the ambitious plans for the area it felt like a good time to get in early and make this place our home."

It's a great location, just a five minute walk to the train station, close to the motorway with local shops, parks, cafes and restaurants all close by. Our team love it here and are really excited about both the developments already taking place and those in the pipeline. The new amenities will massively benefit us as a company and we're proud to be at the heart of these exciting times for Stockport." Grant Mitchell, Creative Director, DesignbyFuture

A major investment in further education through the redeveloped campus for Stockport College



A £23 million investment programme into the Stockport College campus is currently underway. This redevelopment will ensure all course areas have the very highest standards of accommodation and will complement the investment already made into the college's state-of-the-art facilities:

"The redevelopment of the college campus brings new opportunities for technical education, employment, and community engagement. It is a step towards a brighter future for Stockport. Stockport College continues to be a catalyst for community and economic development in the heart of Town Centre West. The construction of the Interchange marks the beginning of an exciting new era, and we are proud that our collaboration and partnership are shaping a thriving and vibrant community. I am delighted our students have had the opportunity to take part in the behind-the-scenes gaining valuable for future employment and contributing to their local community." Tracey Wood, Group Assistant Principal Adult Skills and Employer Engagement at Trafford College Group

The Mayoral Development Corporation in context

The regeneration of Stockport

Over the last decade Stockport has led the way on town centre regeneration by reshaping the market and bringing forward new housing and commercial development, major transport infrastructure enhancements, and redefining the town as a cultural, leisure, food and beverage, and visitor destination.

Stockport's momentum and track record of delivery provides the platform for the next phase of the town's transformation as we respond to on-going challenges from the impact of the Covid-19 pandemic, historically high inflation, energy insecurity, a cost of living crisis and interconnected environmental crises. With Stockport firmly established as one of the most dynamic and exciting town centre in the north of England, the time is right to scale up our ambition and bring together the partnerships we need to turn these into reality.

The Council's work over the last ten years to deliver regeneration and improve the outcomes for its residents and businesses continues and Stockport Mayoral Development Corporation (MDC) has an important role in delivering its part of this. The image below demonstrates the diversity and scale of interventions the Council and partners has made over this time.



The creation of Town Centre West by Stockport MDC is the latest phase in this long term transformation.

What is Stockport MDC?

Created in 2019 by the Mayor of Greater Manchester, Andy Burnham, Stockport MDC is a statutory organisation created to bring forward the regeneration of Town Centre West. The MDC is chaired by Lord Bob Kerslake (former Head of the Civil Service) and consists of representatives of the Council's main political parties on Stockport Council and private sector experts.

As well as being an exemplar urban neighbourhood in its own right, Town Centre West will play a crucial role in the regeneration of the wider town centre – providing homes for a growing population who will in turn support the success of the town which serves all Stockport residents and acts as a strategically important economic centre for Greater Manchester.

Running through all our activity are three guiding principles:

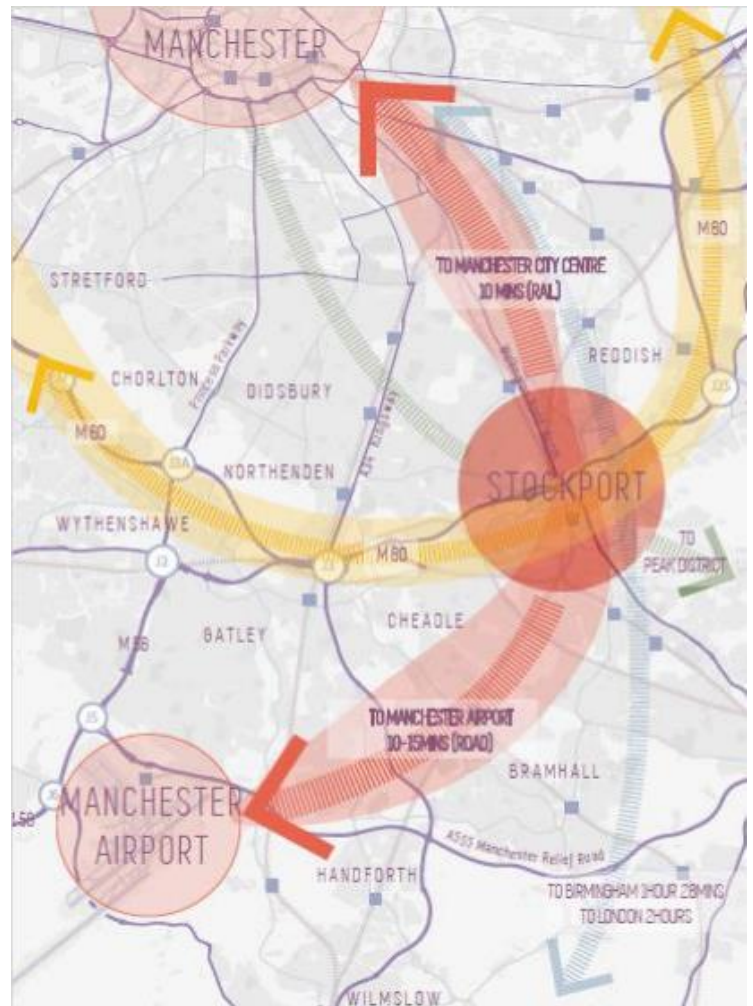
- Community – an increased population and enhanced quality of life for all
- Sustainability – a sustainable place and more attractive environment
- Innovation – a place of progress and an environment shaped for the future

Town Centre West in context

Stockport is already an exceptional place to live, work and visit. The borough is one of the most successful local economies in Greater Manchester and accommodates the third largest workforce in the city region alongside great schools, cultural attractions, and amenities.

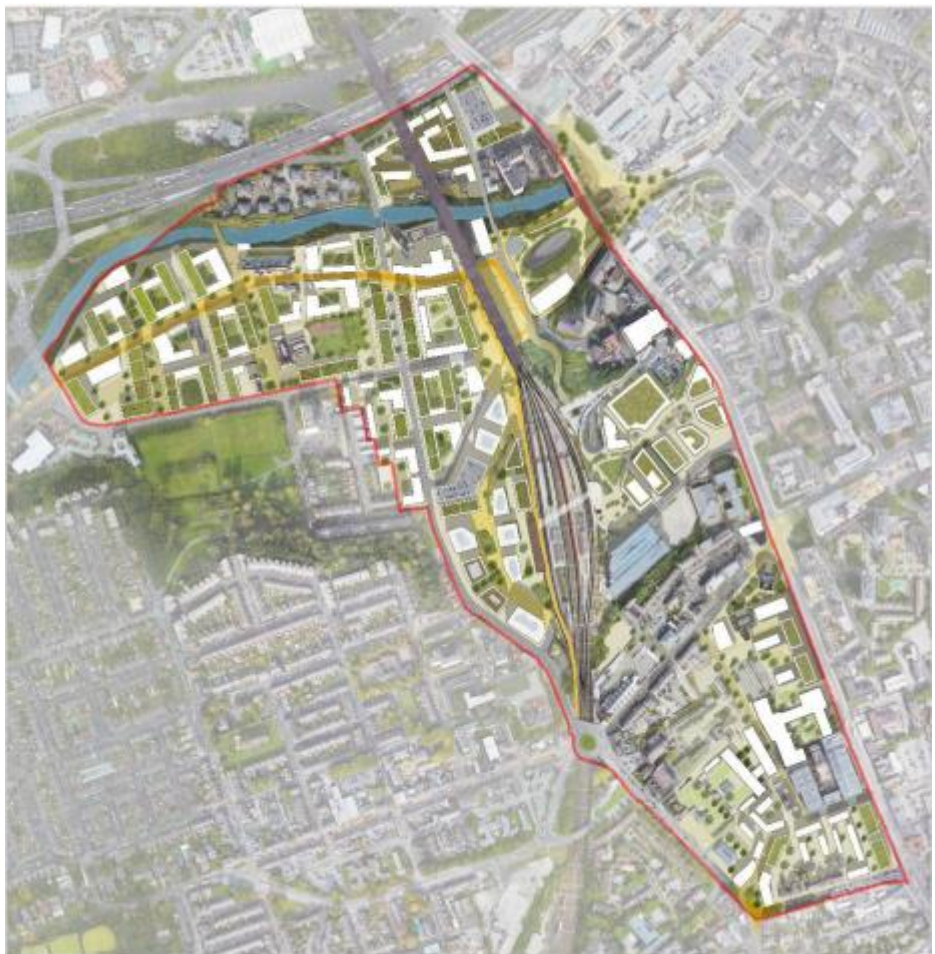
Stockport's success is in part due to its location and exceptional transport connectivity to Manchester city centre, Manchester Airport, Sheffield, Liverpool, Birmingham, and London. Easy access to the Peak District, the Trans-Pennine Trail, and its rivers, canals, and walking routes all contribute to its attractive offer.

These advantages mean that Stockport is ideally positioned to benefit from changing patterns of investment and urban living and to capitalise on the economic growth in Manchester City Centre and the Greater Manchester region. These factors combine to create a compelling case for Stockport as the location for a significant new residential community to contribute to meeting our need for more housing and ambition to nurture a vibrant town centre.



Town Centre West forms part of the wider Stockport Town Centre and our ambition is to play an active role in supporting the regeneration of the whole Town Centre in several key ways. Firstly, by enabling a doubling of the town centre population and therefore bringing increased footfall and vibrancy to the town centre. Secondly, by setting a high bar for the pace and quality of development in the town centre to catalyse further investment. This opportunity underpins the vision and masterplan set out in the Strategic Regeneration Framework (SRF) for Town Centre West produced by Stockport Council in 2019. The SRF responds to the unique spatial characteristics of Town Centre West – as well as its proximity to the amenities and opportunities in the wider Town Centre - and provides a compelling, credible, and deliverable plan for how the area can be transformed.

Town Centre West is currently shaped by its industrial land uses and major infrastructure while the River Mersey and Hollywood Park provide exceptional natural assets. In common with other town centres the area is strongly characterised by fragmentation of land ownership which makes large-scale change difficult to achieve without a major long-term strategic initiative that brings together the public and the private sectors.



Our strategic framework

The Town Centre West Strategic Regeneration Framework (SRF) was produced by Stockport Council in its capacity as Local Planning Authority for the area and approved in its final form in November 2019 following public consultation.

The SRF sets out the vision and ambition for the regeneration of Town Centre West that the MDC has been created to deliver. The document purposely does not attempt to be prescriptive about the development that could come forward in the area but instead provides an indicative masterplan for how the area could be transformed to accommodate development at-scale while enhancing the way Town Centre West functions and serves its residents.

The ambition set out in the SRF is based on extensive market analysis, transport planning, and high-level urban design. The diagram below sets out how we have translated the SRF into a strategic framework for the MDC:

Creating Town Centre West Greater Manchester's greenest urban neighbourhood



Why were creating Town West.

Over recent decades, the way that we live, work and play has changed.

By transforming Town Centre West into an exemplar residential neighbourhood within our town centre we're supporting a transformation which will define Stockport for generations to come:

- Creating much needed new homes
- Bringing people and vitality to our town centre
- Enabling people to live happy, healthy lives
- Protecting and enhancing our natural environment

Community - an increased population and enhanced quality of life for all

- Housing a growing community
- Integrating neighbourhoods
- Supporting the provision of social infrastructure

Sustainability - a sustainable place and more attractive environment

- Enabling residents to make zero carbon lifestyle choices
- Making a positive contribution to Stockport and Greater Manchester carbon reduction goals
- Supporting good quality jobs and inclusive economic growth
- Supporting the vitality of Stockport town centre
- Utilising high quality, inclusive design to enable people to live well

Our Vision

Innovation - A place of progress, shaped for the future

- Resilience and adaptation to environmental change
- Embracing technology to deliver our ambitions

What changes you will see?

- Up to 4,000 new homes
- New office space for growing businesses
- Construction jobs and skills opportunities for Stockport residents
- A more attractive environment and access to the natural environment
- More dedicated routes for walking and cycling

Who is Stockport MDC?

Stockport MDC is a statutory organisation created to bring forward the regeneration of Town Centre West. Established by Greater Manchester Mayor, Andy Burnham, in 2019 the MDC is overseen by a Board chaired by Lord Bob Kerslake and consisting of a representatives from, the main political parties, Homes England, Greater Manchester Combined Authority and private sector regeneration experts.

Purpose of the Strategic Business Plan

The Strategic Business Plan sets out the activity that the MDC will undertake over the coming five year period to deliver the ambitions set out in the Town Centre West Strategic Regeneration Framework (SRF). It is supplemented by an Annual Action Plan which contains an additional level of detail about what the MDC will achieve in each financial year. The Strategic Business Plan should be read in the context of the SRF but also the changing economic, environmental and policy context since it was developed in 2019.

This latest version of the Strategic Business Plan (the fourth since the MDC was created), is informed by the delivery that the MDC has successfully led to-date and the platform that gives Stockport to be increasingly ambitious about its future. For the coming five year period, Stockport will continue to address the imperatives of achieving net zero, accelerating a mix of housing delivery on brownfield land thereby reducing pressure on the greenbelt, enhancing the whole of Stockport town centre as a residential and employment location of choice, improving the town's infrastructure, and attracting public and private investment into Stockport.

The fundamental regeneration opportunity in Stockport – a combination of the town's exceptional transport connectivity, market conditions, and advantageous location between Manchester City Centre, Cheshire, and the Peak District – has enabled the MDC not only to maintain Stockport's regeneration momentum despite the macro social and economic challenges of recent years but also to increase land assembly, investor engagement, infrastructure planning, and construction. This Strategic Business Plan reflects the improved position that the MDC has been instrumental in creating.

1. The MDC's delivery achievements, 2019-23

Since its creation in 2019 the Stockport MDC has established itself as a credible and effective regeneration delivery vehicle that has changed perceptions of the town with residents and visitors, the investor and developer markets, and the wider public sector.

Tasked with delivering Stockport Council's Strategic Regeneration Framework (SRF) for Town Centre West, the MDC has already overseen delivery of a range of schemes across both commercial and residential development, infrastructure, and public service transformation. These fully-delivered and on-site schemes are part of a wider 'first phase' pipeline that has seen c.1,100 new homes and 170,000 sq. ft. new commercial floorspace move into advanced stages of delivery.

Housing a growing community

At the heart of the MDC's mission is building new homes that Stockport needs as a thriving borough in the country's fastest-growing city region.

Phase 1 of MDC delivery: Over 1,100 new homes and 170,000sq.ft of grade A office space completed or in construction.

The MDC's long term commitment to delivery combined with Stockport's attractiveness as a place to live has resulted in greater market activity in the town as exemplified by **Rise Homes' Mailbox** scheme which completed in February 2020 and was the town's first new high quality private rental scheme (PRS) for a number of years. This conversion of the former Royal Mail Sorting Office – long derelict and occupying a prominent location in the town centre – as a striking modern apartment block of 117 new homes with ground floor employment use marked a major step forward in reshaping Stockport's residential market.

In a further sign of growing confidence, Capital&Centric have moved ahead with their redevelopment of the historic **Weir Mill** following acquisition of the site in 2020. This development scheme reflects the potential for Stockport's heritage assets to play an ever-greater role in defining Stockport's future while respecting and preserving its past. Construction work began in autumn 2022 and is expected to complete in 2024.

While originally conceived as a transport scheme, the **Interchange** demonstrates the vision and ambition of the MDC and Stockport Council. Alongside a new bus station the scheme will deliver a two acre park and a new walking and cycling bridge to Stockport Station and 196 new apartments. Led by a partnership of the MDC, Transport for Greater Manchester, Stockport Council, Greater Manchester Combined Authority, and Homes England alongside leading developers Cityheart and Rise Homes, the Interchange scheme shows how devolved infrastructure funding can be used to leverage large-scale public and private sector investment to bring forward a scheme which combines residential development, transport infrastructure and new public open space and public realm, as well as opening up the River Mersey. The design of the scheme has benefitted from significant public engagement and consultation to involve the people of Stockport more closely than ever in the regeneration of their town. The transport element of the Interchange will complete in 2023 with the residential element completing in 2024.

Also critical to the public service infrastructure of Town Centre West and the wider borough has been significant investment in **Stockport College**. A merger with Trafford College in 2018 secured the long term future of the College and on the back of this, we have seen the redevelopment of the Stockport

campus. This investment in the estate and the education offer at the College has made a major contribution to strengthening further education provision in the town centre. It also released 2.9 acres of surplus land adjacent to the campus. A major planning consent has been approved for a scheme on this site which will bring forward 442 new homes in a prime location in the southern part of Town Centre West. We anticipate that the scheme will commence on-site in 2023, demonstrating the growing strength of the Stockport offer in a challenging market.

The Council and Stockport Homes are working together on the **St. Thomas' Gardens** scheme which secured planning permission in March 2021 and we anticipate will commence on site in 2023. The scheme will deliver 68 affordable homes which incorporate re-use of heritage buildings, intergenerational living, sustainability and shared greenspace to create its own sense of community. Alongside this will be the provision of 82 beds of intermediate care which is will contribute to improving the quality of the adult social care offer within the borough.

The delivery of the schemes described above by 2024 will provide an tangible indication of the success of the MDC and provides a very solid platform, giving credibility to our longer-term ambitions and providing confidence to partners and the market about our ability to deliver.

Phase 2 of the MDC's Delivery Pipeline: The 8 Acre King Street West Development Site

In parallel with delivering the first phase of schemes described above, the MDC has made major progress in land acquisitions and site assembly for the next phase of scheme delivery. The MDC successfully negotiated a number of acquisitions in Brinksway and the Station Quarter to create a major new development opportunity in the heart of Town Centre West. The assembled site has an estimated potential to deliver c.1,200 new homes and represents an unrivalled development opportunity in a highly-connected strategic location between Stockport Rail Station and Junction 1 of the M60 that also benefits from the natural assets of Hollywood Park and the River Mersey. In May 2022 the MDC launched a procurement process to identify a joint venture partner to develop the site. The process is due to conclude in Spring 2023.

This second phase development pipeline also includes **two schemes being brought forward by Great Places Housing Group**. Between them these schemes will deliver an estimated 217 affordable homes, subject to planning consent.

Enhancing connectivity

The MDC recognises that Stockport's transport connectivity is vital to the town's future success and has been instrumental in moving the transformational **Interchange** scheme (described above) into construction. This scheme represents a game changing investment in the sustainable and active travel infrastructure of Town Centre West and the wider town centre. The bus station will be used by a fleet of 170 all-electric buses, following a successful funding bid from the Council.

Over the last twelve months we have seen continued progress on work to bring the **Metrolink network to Stockport town centre** and **on the redevelopment of Stockport Rail Station**. There is strong collaboration between Transport for Greater Manchester and Stockport Council in relation to the Metrolink extension and joint work to prepare the economic assessment needed to underpin the business case for investment is underway.

Of equal significance is the high-level rail industry partnership – comprising the Greater Manchester Mayor alongside the Chairs of Network Rail, Homes England, and the MDC – created to oversee the

technical design work on **redeveloping Stockport Rail Station** as well as the feasibility work for capacity improvements on the South Manchester rail network in and around Stockport. This group commissioned the production of an Outline Business Case for the redevelopment of the station which was completed in late 2022. Discussions are now taking place with both Network Rail and Avanti to bring forward investment in station enhancements in line with the wider vision.

Over the last twelve months the MDC Team and colleagues from Stockport Council's Highways and Planning teams have worked with WSP to identify practical schemes to **improve traffic flow and walking/cycling links** around Town Centre West. An allocation to realise the first phase of these improvements, linked to the Stockport8 development, has been made within the Stockport local element of the City Region Sustainable Transport Settlement (CRSTS).

Communications, external relations and engagement

Effective communication of our approach and progress has been a key priority for the MDC over the last 18 months. This has been motivated by a desire to see the scale of transformation taking place on the ground conveyed to key audiences – building pride in our town and strengthening Stockport's reputation as a credible and ambitious delivery partner. A series of communications campaigns and sustained engagement with key journalists has borne fruit and between late 2022/early 2023 we saw **significant positive coverage of the MDC from the property industry press, including features in major industry publications**. The regeneration of Stockport more generally has also received significant coverage in national newspapers.

Alongside media engagement we developed a local communications campaign to promote the MDC and the regeneration of the town centre more generally. A newspaper was created and was delivered to all Stockport households in early 2023, alongside supporting digital promotion.

People at the heart of regeneration

Social value

The MDC recognises the important role it plays in leveraging and coordinating social value from development to maximise traction in key priority areas for the MDC and Stockport Council. The Strategic Regeneration Framework for Town Centre West estimated that the development pipeline could create up to 650 construction jobs a year for up to 15 years. This projection has translated into reality, with all three first phase development schemes generating significant demand for a range of construction roles. Ensuring that this investment creates social as well as economic benefit has been a key focus for the MDC team. Employment and Skills Agreements have been negotiated with developers / contractors for all schemes, identifying targets for work experience placements, schools engagement, apprenticeships and local recruitment.

Case study: Wilmot Dixon, delivering social value through the Interchange scheme

The £96m Interchange scheme is a large scale, highly complex construction projects employing state of the art engineering technologies, with up to 250 people working on site on any one day. This investment has the potential to generate significant social value and the approach to realising this

formed a key element of the tendering process to select a contractor for the scheme. A Social Value Agreement is integral to the contract between Transport for Greater Manchester and Wilmot Dixon, aligned to the Greater Manchester Social Value Framework. This agreement includes a wide range of activities, including :

- Proportion of spend with local suppliers – to date 48% of spend is with suppliers based within 10 miles*
- Local recruitment – to date 47% of workers on the site live within a 10 mile radius and 89 new jobs created through Willmott Dixon and the supply chain across a variety of roles*
- Education and skills development activities within Stockport – with 31 Careers in Construction Information, Advice and Guidance sessions delivered in local schools and colleges to date*
- Targeted work with Stockport based organisations to engage people from disadvantaged groups, including young people not in education, employment or training, veterans, people with special educational needs and looked after children
- Employability activities with young people in Stockport, from on-site work experience to apprenticeships – to date 193 weeks of apprentice and trainee training and 19 weeks of work experience have been delivered*
- Staff volunteering within Stockport based community organisations

*figures as of end March 2023.

Social infrastructure

The Strategic Regeneration Framework identified social infrastructure as critical to the success of Town Centre West as a sustainable neighbourhood:

“As an exemplar community the provision of appropriate social infrastructure will be critical to the success of Town Centre West, ensuring that the existing and new communities are well served by schools, doctors, dentists, health centres, specialist homes and public open space”

In 2021 the MDC commissioned Cushman and Wakefield to carry out a social infrastructure study to map existing social infrastructure and model future need. This work created a [digital map](#) and set out a series of recommendations to inform future planning. This included several principles to guide delivery which were subsequently adopted by the MDC:

- **Town Centre first.** Our aim in creating Town Centre West is to create an exemplar urban neighbourhood but also to integrate the people and facilities we’re creating into the wider town centre. Supporting investment in social infrastructure in the wider town centre provides an opportunity to directly benefit wider town centre communities as well as new residents.
- **Optimising the use of existing facilities.** We will seek opportunities to enhance and strengthen existing facilities before replacing them.
- **Sustainability.** We will seek to ensure that enhancing or creating new infrastructure will create facilities which bring environmental benefit rather than contributing to environmental breakdown.

This work forms a strong foundation for the next phase of this work, as we pivot from modelling to delivery.

Innovation

The MDC is an innovative response to the challenges of creating much needed new homes and creating a vibrant and sustainable town centre. Innovation is integral to our strategy and operations of the MDC:

- In striving to tackle the systemic barriers to our core goals of brownfield regeneration, environmental resilience and sustainability and enabling local people to benefit at all stages of redevelopment we know that we will have to look beyond conventional approaches to delivery.
- We also know that the way people live is changing and demands innovation across fields as diverse as construction, design, infrastructure and place management.

This is why the MDC is striving to be at the forefront of innovation, continually asking ourselves whether we could do things differently to achieve our ultimate goals, ensuring that Town Centre West is an early adopter for new approaches to town centre living and secure its continuing relevance in the future. As the built environment innovation agenda has largely evolved in line with market conditions in cities – often global mega-cities – rather than towns, we have a unique opportunity to shape the application of new and emerging approaches in a way which is highly relevant for other UK towns.

Since its creation in 2019, the MDC has sponsored a number of innovative responses to development and wider place making, including detailed feasibility work on a renewable energy powered District Heat Network, options appraisal for Mobility Hubs and intergenerational living housing scheme at St Thomas'. To further strengthen this work and enable us to proactively identify future innovation opportunities, we worked with CBRE throughout 2022 to develop an innovation framework for the MDC which:

- Articulates the key innovation themes for the MDC
- Sets out how we will assess and progress proposals for direct delivery of investment in innovation
- Articulates the types of innovation we are keen to see advanced by our partners Town Centre West to advance

This Framework was adopted by the MDC Board in March 2023 and will be operationalised during this Business Planning period.

Employment and economic growth

The MDC's commitment to increasing employment and economic growth in Town Centre West has supported the further development of **Stockport's flagship new commercial quarter at Stockport Exchange** in partnership with Muse Developments. Since the establishment of the MDC over 170,000 sq. ft of Grade A office space has been created across two phases:

- A 61,300 ft² 20 office building - No.2 Stockport Exchange – completed in spring 2020 which is close to being fully let and builds on the success of No.1 Stockport Exchange and Holiday Inn Express which both completed in late 2017.
- A further 64,000 sq.ft. of offices are currently on site in Stockport Exchange along with a new 400 space car park which will provide all the future parking needs for the occupiers of the Exchange

including the provision for all the spaces to be used for electric vehicle charging. This phase is due to complete in summer 2023.

Stockport Exchange is 95% let and home to blue chip occupiers such as Stagecoach and BASF as well as rapidly growing firms Music Magpie and O'Neill Patient.

Sustainability and carbon reduction

The MDC's commitment to environmental sustainability has informed the design and delivery of development schemes and driven innovative responses to place making.

An example of this is the integration of **green infrastructure** into the built environment, which has become a signature feature of development in Town Centre West. The Mailbox features the biggest area of green wall in the north west of England, with over 114,000 plants across its four walls. When complete the new walking and cycling bridge between the Interchange and Stockport station will be flanked by green walls, in addition to the new two acre park on the roof of the Interchange itself.

The MDC has also sponsored detailed feasibility work on a **district heat network** to serve Town Centre West and the wider Town Centre. This study was completed in autumn 2022 and concluded that there is potential for a commercially viable Heat Network powered by renewable energy which will make a very significant contribution to carbon reduction within Town Centre West and beyond. On the back of this work we have successfully secured contributions from the government, public service partners and the GMCA to fund the final stage of feasibility work – Detailed Project Delivery – which will establish the optimal technical and commercial solutions to deliver the Network. This work will commence in spring 2023.

Investment

When establishing the MDC, Stockport Council created a £100m dedicated investment facility to enable site assembly and development. However, the intention was always to use this investment to leverage wider public and private investment. In the first phase of delivery we have successfully secured:

- Homes England grant (£12m)
- Private sector investment from developers and Joint Venture Partners including Muse (£93m)

Further private investment of approx. £250m is anticipated in the next phase of the MDC pipeline, alongside public investment from Stockport Council.

In addition to these capital investments we have secured revenue funding from a variety of public and private sources to support the operations of the MDC. In total these contributions total in excess of the £500,000 annual operating budget of the MDC. These include:

- Over £375,000 from the Heat Network Delivery Unit (Department for Business, Energy and Industrial Strategy) to progress feasibility studies for a District Heat Network
- £60,000 from Greater Manchester Combined Authority towards delivery of the District Heat Network
- £78,000 from Homes England Homes Infrastructure Fund Capacity Support Funding towards development management of the Weir Mill scheme

Governance, leadership and capacity

Governance

The MDC completes an Annual Governance and Accountability Return each year which is independently audited along with our accounts. The Council's Internal Audit report on the MDC for 2021-2021 highlighted two areas where business operations could be strengthened in relation to risk management and oversight of Board member remuneration. The MDC has addressed these points in regular reporting to the Board.

Capacity

Task and finish groups

The combined expertise, networks and influence of the MDC Board members is a huge asset to the MDC. While Board meetings are a useful forum for discussion, pressure on time limits the opportunity for in-depth dialogue to shape and inform thinking at a development stage. In 2022 the MDC Board therefore agreed to establish task and finish groups to provide a means for MDC Board members to help shape the thinking and approach of the MDC in two key strategic areas:

- Communications
- Innovation

The aim of these groups was to:

- Draw on the expertise of Board members to strengthen our strategic approach in key areas
- Mobilise the networks and profile of Board members to strengthen MDC activity in these areas

The outcome of these groups have informed the development of this Business Plan and further Task and Finish groups will be formed in the early part of this planning period.

Objectives and delivery commitments for 2023-28

Stockport MDC's overall mission is to lead the redevelopment of the 130 acres of brownfield land that make up Town Centre West as a thriving new community in the heart of the town centre that exemplifies local character, the vital importance of sustainability and carbon reduction, and maximise the benefit of Stockport's transport connectivity.

Below we set out our objectives and delivery commitments for the period 2023-28. These have been developed in line with the overarching themes of the Town Centre West Strategic Regeneration Framework and provide specific, measurable targets for the MDC. Collectively they enable the MDC to be held to account effectively by the Board and by the democratically elected Members of Stockport Council and Greater Manchester Combined Authority.

Community

Engagement with communities

During the early part of this planning period, people will move into the new homes built in the first phase of development in Town Centre West. Weir Mill and the Interchange are due to complete by the end of 2024, between them bringing an estimated 2,300 new residents to the area. In preparation for this we will be stepping up our engagement work with communities who already live in and around Town Centre West and new residents as they begin to arrive. This is important for several reasons:

- **Our ambition for Town Centre West goes far beyond creating the homes that people will live in.** We want to create a neighbourhood which provide opportunities for residents to live happy, healthy lives and make environmentally sustainable choices in their day to day lives. From active travel to energy efficiency, the habits that people establish from early on will shape the experience of living in Town Centre West for them as individuals and for the wider community.
- There is a huge amount to enjoy and get involved in Stockport – from great food and drink, art and culture, to volunteering and leisure. **We want our newest residents to feel that Town Centre West is an integral part of the wider town centre** and are aware of what's on offer and in turn support our great businesses and VCSFE organisations to thrive.
- We know **social connections are key to personal wellbeing and cohesive communities.** We want to create opportunities and spaces for new residents to meet and form positive relationships.

In the section below we set out how we will translate these commitments into delivery.

Social infrastructure

The arrival of new residents also means we will be stepping up our work on **delivery of the social infrastructure and the wider facilities needed to support a growing town centre population.** While significant work has already taken place to understand existing provision and need and model future demand, in this planning period we will shift into the delivery.

A genuine mix of housing options

As the first phase of development concludes, our second phase is already well underway and will see large scale construction during this planning period. A major contributor to this will be Stockport8 which

will bring forward an estimated 1,200 new homes over the next five years. A key focus during the business and master planning of Stockport8 will be delivering a genuine mix of housing options and tenures, with an emphasis on affordability.

Objective 1: Housing a growing community

The MDC is tasked with delivering residential development on a scale which makes a significant contribution to Stockport's overall housing requirements, provides a new approach to development on brownfield land, and reduces pressure for the release of greenbelt land.

It is imperative that the development in Town Centre West provides a broad choice of homes across all types and tenures, including homes that are genuinely affordable to those on low incomes, in response to the needs of the local population. The MDC will therefore ensure that the new housing offer provides for older people and families - as well as younger people - in an urban setting well served by educational and health facilities and attractive public open space across its distinct neighbourhoods.

Importantly, the MDC and Stockport Council will ensure it creates a flagship 'connected neighbourhood' with direct links to Stockport Rail Station, the Interchange, and the wider town centre as well as to Edgeley and the Heatons and beyond.

The MDC has already brought a number of major residential schemes into delivery which demonstrate not only the scale of its ambition for new housing in the town centre but also its ability to deliver. Over the course of this plan period, the first phase of schemes will complete, providing Stockport with c.1,100 new homes across the following schemes:

- **Stockport Interchange** provides a much-needed upgrade to the town's transport infrastructure through a new bus station with an improved cycling and walking link to Stockport Rail Station that improves connectivity and facilitates sustainable transport. The scheme also delivers a new two-acre park accessible from the A6, designed in line with Sustainable Urban Drainage principles, and 196 new homes. The transport element of the scheme is due to complete in 2023 while the residential element will complete in 2024.
- The historic eighteenth and nineteenth century mill complex that makes up **Weir Mill** is being redeveloped for 253 new homes by Capital&Centric with support from Stockport Council and Homes England revitalising the heritage of the site. The developer has a track record of successfully redeveloping and repurposing historic buildings into iconic and desirable places to live. The scheme is due to complete in 2024.
- Stockport Council and Stockport Homes are progressing the **St. Thomas' Gardens** development on the site of the former St Thomas' Hospital. Planning consent has been granted in March 2021 and construction works are due to start on site in 2023. The redevelopment will create an All-Age Living residential scheme which will include an exemplar intermediate care scheme – the Academy of Living Well built with sustainability at its heart - to support the Borough's approach to health and social care integration. The site will also deliver 68 new affordable homes through a combination of the sensitive restoration and re-use of the historic buildings and new-build homes on the site.
- In 2020 planning consent was granted for a **mixed use scheme on a 2.9 acre site on former Stockport College land** between Wellington Road and Greek Street. The site has recently been

bought by a new owner and during 2023/24 we will work with them to develop plans for delivering the scheme.

In parallel with the completion of this first phase of development, the Stockport8 scheme will move into delivery. Our joint venture partner will be announced in spring 2023 and we will work with them to develop a Business Plan to be signed off by all parties by the end of 2023/24. During 2023 we will also commence the master planning work to underpin a hybrid planning application with the aim of the delivering up to 1,200 new homes.

Delivery commitment 1

The MDC will, as a minimum, bring forward 1,100 new homes by 2024. It will aim to continue this pace of delivery by completing at least 250 new homes - of all types and tenures for all income groups - per year through this Strategic Business Plan period to 2028.

Objective 2: People at the heart of delivery

One of the key factors in the success of Town Centre West is ensuring that we have a clear focus on how our diverse residents – both existing and new - will benefit from the regeneration of Town Centre West at all stages of development.

The development process

The scale of development in Town Centre West creates a very significant opportunity to deliver significant social value during the development process. The Strategic Regeneration Framework estimates that up to 650 construction jobs could be created each year with potential for these to act as a generator of skills and employment opportunities locally if harnessed effectively. Looking beyond Town Centre West there is the potential for this to act as a catalyst for investment in the wider construction industry in the borough and the growth of much needed green construction skills and capacity. Beyond construction jobs, the MDC has an important role to play in leveraging and coordinating social value from development to maximise traction in key priority areas for the MDC and Stockport Council.

The development process also creates the opportunity for meanwhile use of sites and buildings awaiting redevelopment. These uses can help us to support the nurturing of new and existing communities in Town Centre West and trial new uses prior to permanent redevelopment. The MDC will need to work closely with communities to shape our approach to individual sites and buildings to ensure that these uses create long term benefit for communities.

Social infrastructure

The provision of appropriate social infrastructure will be critical to the success of Town Centre West ensuring that the existing and new communities are well served by schools, early years provision, health services, and public open space. Building on work done over the last two years to map existing social infrastructure and model existing and future need, we have developed the following delivery principles:

- **Town Centre first.** Our aim in creating Town Centre West is to create an exemplar urban neighbourhood but also to integrate the people and facilities we're creating into the wider town

centre. Supporting investment in social infrastructure in the wider town centre provides an opportunity to directly benefit wider town centre communities as well as new residents.

- **Optimising the use of existing facilities.** We will seek opportunities to enhance and strengthen existing facilities before replacing them.
- **Sustainability.** We will seek to ensure that enhancing or creating new infrastructure will create facilities which bring environmental benefit rather than contributing to environmental breakdown.

A Programme Board will be established in early 2023/24 to oversee delivery in this area, identify opportunities for joined-up solutions to provision of services and coordinate responses to cross cutting issues, including social value and communications and engagement.

Another important element of social infrastructure is **inclusive public space**. In order to ensure Town Centre West is fully responsive to the needs and aspirations of its different communities, the built environment will be designed prioritise safe and attractive streets and spaces that, responsive to the town's topography and historic assets, enhance liveability. While we have a strong track record of embedding accessibility considerations into the design of individual developments, it is crucial that we broaden the scope of this work to ensure that the neighbourhood is accessible and inclusive. Over the early part of this Business Planning period we will work with local and regional accessibility experts to develop a Town Centre West wide accessibility approach.

Town Centre West is a diverse area with a host of **heritage and natural assets** which give it an authenticity that should be celebrated through its regeneration. The MDC is firmly committed to maximising the potential of the area's character to shape its future. The character of the area provides great opportunity to showcase heritage assets such as its mills and the viaduct; increase the prominence of the River Mersey as a vital but under-used natural feature with enormous potential as a recreational and ecological asset; and reimagine Hollywood Park as an exceptional green setting which unites existing and new communities, together with the exciting, once-in-a-generation opportunity provided by the new Interchange park which residents are helping shape through the ongoing engagement exercise.

It is recognised that the MDC cannot deliver all of this in isolation and will work with the Council and other partners to ensure this objective is realised.

Delivery commitments 2-5

2. The MDC will take a proactive approach to maximising the **social value** of investment in Town Centre West, ensuring that residents benefit from regeneration at every stage through the creation of a Social Value Framework

3. The MDC will bring forward schemes for **meanwhile use** of sites and buildings awaiting development which support the formation of new communities and nurture existing ones within and surrounding Town Centre West

4. Working in partnership with Stockport Council, the MDC will support ongoing work to identify and bring forward credible schemes to **expand and improve healthcare, primary education and early years facilities and public spaces in the Town Centre**

5. The MDC will utilise and promote **inclusive design** principles into our approach to the built environment recognising the different ways that people experience and use buildings and public spaces and identifying ways to apply these beyond individual schemes.

Objective 3: Communications, external relations and engagement

The MDC is a unique delivery partnership that is successfully tackling the systemic barriers to regeneration faced by town centres across the country. The success of our approach is gaining increasing profile both regionally and nationally which is in turn helping to build pride in Stockport more widely.

As the first phase of MDC development nears completion, we have reviewed our communications approach for the next planning period and identified the following priorities:

- **Strengthening communications with local stakeholders.** This will involve:
 - Increasing proactive communications about the imminent and planned changes in the area to ensure that local residents and businesses are aware of new facilities and opportunities as they are brought on stream
 - Work with developers and local stakeholders to develop a common set of communications materials to be shared with new residents to communicate the vision for Town Centre West and the facilities and resources available to enable them to make the most out of living in an exemplar neighbourhood
- **Maintain and strengthen the prominence of MDC and the regeneration of Stockport with national audiences,** including the property and investment sectors and policy makers. Communicating key delivery milestones will enable us both to demonstrate momentum and credibility and build industry credibility in the MDC as a delivery vehicle. Highlighting these along with the evidence and learning we are generating and the ways in which this is relevant to priority policy areas such as Levelling Up, Good Growth and the housing crisis will enable us to inform national policy, share knowledge and increase opportunities for joint-investment with government and wider public agencies.
- **Refresh our marketing approach** to enable us to promote Town Centre West and Stockport more generally as a destination for prospective new residents, end use businesses, with a refresh of our marketing approach focused on articulating the features which distinguish us from other locations.

Community engagement

In addition to the communications activity described above we will support our work to put people at the heart of regeneration through increasing engagement with local stakeholders. The first phase of this will focus on the residential communities within and bordering Town Centre West and engaging with them to understand:

- The existing ecosystem of informal and formal organisations, networks and services, supported by different types of buildings and physical spaces which underpin their communities.

- Where opportunities investment in Town Centre West, and specifically Stockport8, could be channelled to enhance what is already in place and, where appropriate, provide new infrastructure that addresses gaps.

Delivery commitment 6

Through its communications partners, the MDC will:

1. Raise its profile as an exemplar regeneration delivery vehicle
2. Raise awareness of the transformation taking place with new and existing residents
3. Seek opportunities to expand our understanding of the needs and aspirations of new and existing residents of Town Centre West and surrounding communities to inform our delivery

Sustainability

Responding to environmental breakdown – specifically climate emergency and biodiversity loss - is of critical importance to the success of the MDC as a contributor to the future environmental resilience of the borough, Greater Manchester and the wider world and to the future thriving of Stockport's economy.

Objective 4: Carbon reduction and biodiversity net gain

Reflecting the stretching carbon neutrality targets adopted by both Stockport Council and Greater Manchester Combined Authority, carbon reduction has been a key focus for the MDC since its inception. Alongside work to ensure that individual development schemes are designed to maximise energy efficiency and limit embodied carbon, the Board has sponsored a series of innovative initiatives to make Town Centre West a low carbon neighbourhood. This includes work to establish the feasibility of a **district heat network** serving the area and wider town centre, powered by renewable energy. In autumn 2022, the latest stage of work concluded that there is potential for a commercially viable Heat Network. On the back of this we have secured further funding from the Heat Network Delivery Unit (in the Department for Business, Energy and Industrial Strategy) to undertake a Detailed Project Delivery study which will establish the optimal technical and commercial delivery models for the Network. This will commence in Spring 2023.

Given our ambition in this area during this Business Planning period we will build on the work already done to **establish a robust evidence base for how development across Town Centre West can make the maximum possible contribution to towards local and regional carbon reduction targets**. GMCA have underpinned their 2038 net zero target with a carbon budget which quantifies the reduction needed by this point to enable Greater Manchester to comply with the Paris Agreement to keep global warming below 1.5 degrees. During this planning period we will work closely with the team at GMCA to develop a complementary framework for understanding the carbon footprint of Town Centre West. This will in turn enable us to appraise interventions across key areas including:

- Sustainable heat and energy generation
- Zero carbon construction methods and building design
- Sustainable transport
- Green infrastructure

Greater Manchester Combined Authority has adopted the goal of supporting the delivery of **biodiversity net gain (BNG)** as part of its current five year Environment Plan. At a local level Stockport Council has committed to protecting and improving our natural environment as part of the Climate Action Plan adopted in 2019. In line with these commitments the MDC is working to maximise the impact of BNG activity from individual developments. During this Business Plan period we will explore the potential for an integrated approach to BNG which delivers transformational benefits within the natural assets of Town Centre West and the wider borough.

Delivery commitment 7

Informed by joint work being taken forward by the MDC, Stockport Council and GMCA to understand the contribution of development in Town Centre West to local and regional carbon budgets, the MDC will progress ongoing feasibility work across the themes of:

- Sustainable heat and energy generation
- Zero carbon construction methods and building design
- Sustainable transport
- Green infrastructure

From this we will identify a range of deliverable interventions that deliver significant biodiversity net gain and carbon reduction benefits and support the MDC's ambition to make Town Centre West an exemplar green urban neighbourhood which makes a positive contribution to carbon reduction.

Objective 5: Enhancing connectivity

The economic potential of Town Centre West - and the heart of its potential as a place to live, work, and visit - is its exceptional connectivity. But existing transport networks and patterns of movement require new investment in order to protect and enhance Stockport's strategic transport connectivity while increasing sustainable modes of transport.

Transport infrastructure

In 2022-24 work Stockport Council and the MDC jointly commissioned an options appraisal to identify potential highways improvements to consolidate traffic flow within Town Centre West and create dedicated active travel infrastructure. Over this planning period this work will support funding applications for highways schemes and inform master planning for the Stockport8 development.

Stockport Rail Station

Stockport Rail Station is the single most important economic asset in the Town Centre and is at the heart of Town Centre West. The connectivity it provides to Manchester, London, and a number of other regional cities is invaluable to the town, to the city region, and to the wider northern and national rail networks.

Enhancing the Station's role as a transport hub for the south of Greater Manchester while maximising its role as an economic driver for Stockport is a longstanding ambition for the Council that is shared by the MDC.

The Stockport Station Growth Prospectus sets out a vision for the future redevelopment of Stockport Station and its surrounding area as a key infrastructure enhancement with the potential to transform the town as a transport and economic location.

Network Rail, Homes England, Stockport Council, Transport for Greater Manchester (TfGM), Greater Manchester Combined Authority, Transport for the North, and the MDC have come together to form a Rail Industry Working Group, directed by a high-level group of the senior strategic leaders in each organisation, to commission an Outline Business Case for the redevelopment of the Rail Station. This was completed in late 2022 and both Network Rail and Avanti have committed to fund improvements in line with it. The Rail Industry Working Group is also taking responsibility to identify the capacity improvements needed across the South Manchester rail network to maintain and enhance Stockport's rail capacity and connectivity in advance of HS2.

Metrolink

In parallel with Stockport Rail Station Redevelopment, the MDC, Stockport Council, Greater Manchester, and Transport for Greater Manchester continue to work together to finalise the preferred route for Metrolink extension from East Didsbury to Stockport and to progress the Outline Business Case. The significance of new orbital light rail connectivity linking Stockport into the GM Metrolink network - and complementing the town's radial connectivity - cannot be overstated and delivering the Metrolink extension in the earliest possible timeframe is of paramount importance for the MDC and all its partner organisations.

The Council and the MDC has worked with GMCA, TfGM and Manchester and Trafford Councils to shape a shared strategy for the Southern Growth Corridor which demonstrate the economic, social and environmental opportunity created by enhancing the connectivity of Town Centre West within this wider corridor. Work is now underway to review strategic transport investment in line with the strategy.

Delivery commitment 8

Working with Stockport Council, TfGM, and the wider Rail Industry Working Group established in 2021, the MDC will support delivery of the redevelopment of Stockport Station Redevelopment and outline business case for Metrolink extension, alongside comprehensive packages of highways improvements and active travel infrastructure across Town Centre West.

Delivery commitment 9

The MDC will work closely with partners including Stockport Council and TfGM to maximise the ambition around sustainable transport in and through Town Centre West.

Objective 6: Employment and economic growth

As outlined in the 'Putting People at the heart of regeneration' section above, the development being led by the MDC in Town Centre West has the potential to act as a significant generator of skills and employment opportunities.

Beyond the development process the MDC is firmly committed to ensuring there is no net loss of end use employment in Town Centre West as a result of its regeneration plans. The provision of new employment floorspace - as is already being created at Stockport Exchange by Stockport Council and

Muse - is crucial to delivering on that commitment. Beyond this, and in line with the Greater Manchester Good Employment Charter (created by GMCA and supported by Stockport Council), we will also seek opportunities to ensure that the job opportunities created are secure, pay the Real Living Wage, deliver opportunities for people to progress and help employers in Stockport to grow and success.

Finally, successful delivery of the MDC's development and infrastructure ambitions for Stockport will have a significant economic impact on the wider town centre as a hub for employment and as a strategic growth location for Greater Manchester. The MDC will collaborate closely with Stockport Council and wider partners to support moves to attract major employers to the area, including the relocation of Stepping Hill hospital to the town centre.

Delivery commitment 10

The MDC will maximise its contribute to the creation of good quality jobs and economic activity both directly in Town Centre West and indirectly in the wider Town Centre through:

-Leveraging the scale of investment in development in Town Centre West to act as a catalyst for growth of **employment and skills opportunities in the construction sector** for Stockport residents, especially in relation to modern, green methods of construction

-Delivering **new employment workspace**

-Seeking to **match the provision of employment floorspace with end users who are committed to the creation of good quality jobs** and the flourishing of Stockport as a strategic growth location for Greater Manchester

-Collaborating with Stockport Council and other partners to attract major employers to the town centre, including the **relocation of Stepping Hill hospital.**

Innovation

Innovation is one of three guiding principles for the MDC and since our establishment in 2019 we have embraced the opportunity to shape the application of new and emerging approaches in a way which is highly relevant for other UK towns.

During 2022-23 we developed an Innovation Framework for the MDC which we will be operationalising in 2023-24. The framework:

- Articulates the key innovation themes for the MDC
- Sets out how we will assess and progress proposals for investment in innovation
- Articulates the types of innovation we are keen to see advanced by our partners Town Centre West to advance

In addition to the framework we will be undertaking a multi year programme of innovation deep dives in key thematic areas to challenge and stimulate our thinking and delivery. These include:

- Renewable energy generation

- Building management
- New engineering and construction methods
- Intelligent public service delivery
- Responsive and adaptive public realm
- Energy storage and management

Delivery commitment 11

The MDC will adopt an innovation framework to direct a range of feasible, viable, and deliverable innovation solutions for Town Centre West across both the public realm and individual development schemes and carry out annual deep dives into priority built environment innovation use cases, starting with renewable energy generation in 2023-24.

Investment

The scale of the overall ambition the MDC has for Town Centre West requires a comprehensive strategic approach to generating long-term investment funding in the context of Stockport's land values and outlook for value growth.

Cushman & Wakefield estimated in the Town Centre West Strategic Regeneration Framework that delivery of 4,000 new homes and 1,000,000 ft² new employment floorspace would require total development capital investment in the region of £1bn. A capital investment requirement of this scale poses a significant challenge to the MDC model even though significant capital investment to kick start regeneration in the early phase of the MDC's lifetime has already been secured through a £100m investment facility from Stockport Council and through £12m capital investment from Homes England in the Interchange and Weir Mill schemes. Those investment commitments are complemented by further Council investment in a number of development schemes in the area (including Interchange, Stockport Exchange, and Weir Mill) and GMCA investment (in Interchange, Royal George Village, and St Thomas' Gardens).

The MDC's Investment Framework, produced in 2021, sets out a strategy for exploring new sources of funding from both public and private sector partners to support the next phase of infrastructure and development in Town Centre West.

During the early stages of this planning period we will establish the joint-venture company to develop Stockport8 and with that will explore investment opportunities which sit alongside that. Also linked to but not limited to Stockport8 discussions are continuing with Homes England and GMCA to create a place based long term investment partnership.

Delivery commitment 12

Stockport MDC will continue to explore private and public sector investment appetite in development opportunities in Town Centre West, including through the creation of a long term place based investment partnership.

Appendix 1: Summary of delivery commitments

Theme	Delivery commitment	Draft new commitment
Housing a growing community	1	The MDC will, as a minimum, bring forward 1,000 new homes by 2024. It will aim to continue this pace of delivery by completing at least 250 new homes - of all types and tenures for all income groups - per year through this Strategic Business Plan period to 2028.
People at the heart of delivery	2	Working in partnership with Stockport Council, the MDC will Support ongoing work to identify and bring forward credible schemes to expand and improve healthcare, primary education and early years facilities and public spaces in the Town Centre
	3	The MDC will bring forward schemes for meanwhile use of sites and buildings awaiting development which support the formation of new communities and nurture existing ones within and surrounding Town Centre West
	4	The MDC will take a proactive approach to maximising the social value of investment in Town Centre West, ensuring that residents benefit from regeneration at every stage
	5	The MDC will utilise and promote inclusive design principles into our approach to the built environment recognising the different ways that people experience and use buildings and public spaces
Communications, external relations and engagement	6	Through its communications partners, the MDC will: <ul style="list-style-type: none"> • Raise its profile as an exemplar regeneration delivery vehicle • Raise awareness of the transformation taking place with new and existing residents • Seek opportunities to expand our understanding of the needs and aspirations of new and existing residents of Town Centre West and surrounding communities to inform our delivery
Environmental sustainability	7	Informed by joint work being taken forward by the MDC, Stockport Council and GMCA to understand the contribution of development in Town Centre West to local and regional carbon budgets, the MDC will progress ongoing feasibility work across the themes of: <ol style="list-style-type: none"> 1. Sustainable heat and energy generation

		<p>2. Zero carbon construction methods and building design</p> <p>3. Sustainable transport</p> <p>4. Green infrastructure</p> <p>From this we will identify a range of deliverable interventions that deliver significant biodiversity net gain and carbon reduction benefits and support the MDC's ambition to make Town Centre West an exemplar green urban neighbourhood which makes a positive contribution to carbon reduction.</p>
Enhancing connectivity	8	Working with Stockport Council, TfGM, and the wider Rail Industry Working Group established in 2021, the MDC will support delivery of the redevelopment of Stockport Station Redevelopment and outline business case for Metrolink extension, alongside comprehensive packages of highways improvements and active travel infrastructure across Town Centre West.
	9	The MDC will work closely with partners including Stockport Council and TfGM to maximise the ambition around sustainable transport in and through Town Centre West.
Employment and economic growth	10	<p>The MDC will maximise its contribute to the creation of good quality jobs and economic activity both directly in Town Centre West and indirectly in the wider Town Centre through:</p> <ul style="list-style-type: none"> - Leveraging the scale of investment in development in Town Centre West to act as a catalyst for growth of employment and skills opportunities for Stockport residents, especially in relation to modern methods of construction - Delivering new employment workspace - Seeking to match the provision of employment floorspace with end users who are committed to the creation of good quality jobs and the flourishing of Stockport as a strategic growth location for Greater Manchester - Collaborating with Stockport Council and other partners to attract major employers to the town centre, including the relocation of Stepping Hill hospital.
Innovation and future proofing	11	The MDC will adopt an innovation framework to direct a range of feasible, viable, and deliverable innovation solutions for Town Centre West across both the public realm and individual development schemes and carry out annual deep dives into

		priority built environment innovation use cases, including renewable energy generation (2023-24).
Investment	12	Stockport MDC will continue to explore private and public sector investment appetite in development opportunities in Town Centre West, including through the creation of a long term place based investment partnership.
Governance, leadership and capacity	13	Stockport MDC will maintain the highest standards of governance including commissioning an external governance audit.

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

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