

GMCA OVERVIEW & SCRUTINY COMMITTEE

DATE: Wednesday, 25th October, 2023

TIME: 1.00 pm

VENUE: The Tootal Buildings - Broadhurst House , 1st Floor, 56
Oxford Street, Manchester, M1 6E

AGENDA

1. Welcome and apologies

2. Chair's Announcements and Urgent Business

3. Declarations of Interest

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

4. Minutes of the previous meeting held on 27 September 2023 1 - 12

To consider the approval of the minutes of the previous meeting held on 27 September 2023.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

5. **Violence Reduction Strategy - to follow**
Report of Deputy GM Mayor Kate Green and Damian Dallimore, GMCA, Assistant Director, Police/Crime/Criminal Justice/Fire

6. **Bee Network Cycle Hire Recovery Plan** 13 - 22
Report of GM Mayor Andy Burnham and Richard Nickson, Active Travel Programme Director, Transport for Greater Manchester

7. **Greater Manchester Strategy Performance Monitoring: Business Board Update** 23 - 80
Report of GM Mayor Andy Burnham and Simon Nokes, GMCA Executive Director of Policy and Strategy

8. **Work Programme and Forward Plan of Key Decisions** 81 - 116
Report of Nicola Ward, Statutory Scrutiny Officer, GMCA

9. **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.

10. **Bee Network Cycle Hire Recovery Plan** 117 - 122
Report of GM Mayor Andy Burnham and Richard Nickson, Active Travel Programme Director, Transport for Greater Manchester

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: Elaine Mottershead

✉ elaine.mottershead@greatermanchester-ca.gov.uk

This agenda was issued on Tuesday, 17 October 2023
on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority,
Churchgate House, 56 Oxford Street, Manchester M1 6EU

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**MINUTES OF THE MEETING OF THE
GMCA OVERVIEW & SCRUTINY COMMITTEE
HELD WEDNESDAY 27 SEPTEMBER 2023
AT THE TOOTAL BUILDINGS, BROADHURST HOUSE, 1ST FLOOR,
56 OXFORD STREET, MANCHESTER, M1 6EU**

PRESENT:

Councillor Nadim Muslim	Bolton Council (Chair)
Councillor Robert Morrisey	Bolton Council
Councillor Peter Wright	Bolton Council
Councillor Russell Bernstein	Bury Council
Councillor Nathan Boroda	Bury Council
Councillor Basil Curley	Manchester City Council
Councillor John Leech	Manchester City Council
Councillor Mandie Shilton Godwin	Manchester City Council
Councillor Jenny Harrison	Oldham Council
Councillor Sameena Zaheer	Rochdale Council
Councillor Joshua Brooks	Salford City Council
Councillor Lewis Nelson	Salford City Council
Councillor Helen Hibbert	Stockport Council
Councillor Naila Sharif	Tameside Council
Councillor Jill Axford	Trafford Council
Councillor Shaun Ennis	Trafford Council
Councillor Nathan Evans	Trafford Council
Councillor Fred Walker	Wigan Council
Councillor Joanne Marshall	Wigan Council

ALSO IN ATTENDANCE:

Andy Burnham	GM Mayor
Councillor Tom Ross	GM Portfolio Lead for Green City Region

OFFICERS IN ATTENDANCE:

Gillian Duckworth	GMCA
Julie Connor	GMCA

Nicola Ward	GMCA
Elaine Mottershead	GMCA
David Hodcroft	TfGM
John Wrathmell	GMCA
Andy Hollingsworth	GMCA
Ann-Marie Purcell	TfGM
Stephen Rhodes	TfGM
Alex Cropper	TfGM
Richard Nickson	TfGM

O&SC 22/23 WELCOME AND APOLOGIES

Apologies for absence were received from Councillor Tom Besford, Councillor Patricia Dale and Eamonn Boylan.

O&SC 23/23 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair thanked members for their contributions to the workshop on task and finish projects. The priority topic had been identified as “*How can we ensure that the targeted number of affordable homes can be delivered in Greater Manchester?*”. Members were asked to indicate their interest to Elaine Mottershead (elaine.mottershead@greatermanchester-ca.gov.uk) if they wish to participate. There was a reminder that some of the work and meetings could be done online to assist with participation and attendance.

RESOLVED /-

That members note the priority topic for a Task and Finish group and indicate if they wish to participate.

O&SC 24/23 DECLARATIONS OF INTEREST

One declaration was received but was not applicable to the discussion taking place and therefore was not acted upon.

O&SC 25/23 MINUTES OF THE MEETING HELD ON 16 AUGUST 2023

It was suggested that the minutes could be circulated to the Overview and Scrutiny Committees across the ten local authorities to improve links with local scrutiny activity. The Chair agreed to consider this.

RESOLVED /-

1. That the minutes of the meeting held on 16 August 2023 be approved as a correct record.
2. That consideration be given to widening the distribution of the minutes of this Committee.

O&SC 26/23 TRAILBLAZER IMPLEMENTATION

Andy Hollingsworth (Head of Devolution, GMCA) attended to give an update on the progress of implementing the latest trailblazer devolution deal which was announced and endorsed by the GMCA in March 2023. The deal contained over 130 commitments with varying timescales for delivery. The following areas were highlighted:

Governance and Accountability: The Governance review was still being considered including some transport powers that may be required but there would be a further update when that was clearer. There was an expectation that most of the governance could be contained within business-as-usual arrangements. There were still ongoing discussions and negotiations regarding the MP Scrutiny sessions set out in the Trailblazer deal but it was anticipated that the first session would be held within this municipal year.

Data and Digital: some of the most encouraging discussions that had been held were around a data partnership and having access to data that the UK Government holds which was not available at the Combined Authority level. The data partnership would be a good opportunity to get access to data and it would allow better decision making. Early discussions on this had been promising.

Fiscal Devolution: the two main elements to this included the ten-year extension of retaining 100% business rates (previously agreed on an annual basis) alongside the

progression of Growth Zones (smaller sites with 25-year rates retention). It was expected that the terms and conditions around these would largely be similar to those that had been in place during the pilot period.

Housing and Regeneration: in June 2023, a new deal for renters was published to try and tackle quality standards in the private rented sector, to implement some of the elements of the Trailblazer deal and to look at “where next?” for the housing sector. The Brownfield Funding should be acted upon quite quickly as the first year’s funding was within this financial year and the proposals submitted to the GMCA in June were being followed-up with another paper on 29 September 2023. The new powers for designation of larger selective licensing schemes at local authority level had been enacted.

Skills and Employment: a paper had been published in mid-May 2023 “Toward a Technical Education City Region” to set out the vision for use of the new powers. Proposals on a new integrated governance model were being submitted to GMCA on Friday 29 September 2023.

Transport: announcement of the first PAYGO (pay-as-you-go) on the rail system as a step towards the goal of full ticket integration by 2030. The first pilots would be Hadfield/Glossop-Piccadilly and Stalybridge-Victoria lines.

Economy and Culture: a range of new Strategic Partnerships were being considered and it was expected that they would start meeting in Autumn 2023.

Net Zero and the Environment: retrofit funding would be enacted through the Single Settlement process.

Public Services: the headline commitment highlighted was the discussions around funding streams relating to multiple disadvantages in the Single Settlement from the next funding review period.

Single Settlement: a set of principles had been agreed which would form the basis of a memorandum of understanding to scope out how the single settlement would operate.

The Spending Review in Autumn 2024 would confirm the amount of the Single Settlement and it was noted that this could be post-general election.

Comments and questions:

- Members thanked officers for a comprehensive breakdown of the progress on the devolution deal.
- There was a query over whether the outcome of the general election would affect the Single Settlement. Officers responded that there were different elements to the Single Settlement, and some could be affected by the outcome of the election.
- There was a question over where risk might lie in relation to the business rates retention scheme and whether it would be businesses or local authorities who might be affected. Officers responded that none of the business rates arrangements in the deal would affect how much individual businesses pay. The main element of the deal was the certainty around the retention of business rates for ten years instead of a yearly agreement. Officers clarified that the Growth Zones would not be subject to any re-sets.
- The wider UKG policy shifts on standards (page 18 of the agenda pack) was queried as to whether this related to landlords no longer being required to improve their housing stock. If this was the case, it was not clear whether Greater Manchester would be in a position to insist on maintaining the requirements and standards for the private renters at a disadvantage. Officers responded that it was difficult to assess whether there would be scope for localised arrangements given the changes, but it could be possible in the next 12 months.
- There was discussion around the housing proposals and whether they would be enough to deal with the current housing crisis. Officers responded that the Brownfield funding was not for the construction of housing, it was for the remediation of the land for the houses. The deal had scope for much more control over the affordable homes programme which could help in addressing some of those issues.
- There was further clarification around the MP Scrutiny sessions. The timescale for setting them up would depend on getting agreement for the Terms of Reference. The GMCA Monitoring Officer confirmed that they would not be part of the formal governance arrangements. The sessions would serve the purpose of the MPs being

able to discuss issues with the GM Mayor and members of the GMCA but they would not have a statutory basis.

- A question was asked about the funding available for Retrofit but officers did not have the numbers to hand and would need to furnish them separately.
- In terms of resilience, officers confirmed that it had not been included in the report but that there was work ongoing.
- It was noted that the deal does not change decision-making arrangements for the GMCA and/or the local authorities. The mechanisms that were currently in place for local authority involvement and engagement would remain but there was some wider review of Governance generally within the GMCA.
- There was a query regarding the level of certainty regarding of the affordable homes programme. Officers confirmed that there would be an amount per year allocated and the first year had already been agreed. Future years may change depending on the Single Settlement.
- There was concern about local authorities that were not included the spatial framework for housing and regeneration. It was acknowledged that local authorities involvement in Places for Everyone was not related to the deal.
- A member gave an example about decision-making from the GMCA and its affect on a local authority. The example was in relation to the closure of a fire station to which the Mayor responded and outlined the rationale behind that decision-making.
- The issue of transport fares evasion was raised and whether there would be additional legal powers included to tackle this. This had not been included yet, but discussions were ongoing.
- With Housing quality, there were multiple problems not just with the private rented sector but also with the registered provider sector and this needed to be considered. There were no new powers to provide for this but there were ongoing discussions.
- The discussion returned to governance issues and whether more resources would be made available across GMCA.
- It was clarified that whilst individual councils don't retain 100% of the business rates, the 100% retention rate for GMCA was based on using it for further economic growth and development. There could be flexibility around how it might be further devolved.
- It was acknowledged that the Trailblazer deal does not give any additional powers or scope in terms of health and social care although the NHS had undergone its own restructure which was ongoing.

RESOLVED /-

1. That further details on the funding for retrofit be circulated to members.
2. That the contents of the report be noted.
3. That further updates would be welcomed by members.

**O&SC 27/23 BEE NETWORK – LAUNCH OF BUS FRANCHISING
(TRANCHE 1)**

This item was presented by the GM Mayor Andy Burnham and supported by officers from Transport for Greater Manchester (TfGM) - Alex Cropper, Ann-Marie Purcell, and Stephen Rhodes.

The Mayor gave a brief introduction to the implementation of the first tranche of bus franchising which had taken place over the weekend of 23 and 24 September 2023. It was a vast undertaking and an impressive amount of work had taken place over that weekend including the transferring of technology, vehicles, infrastructure, and staff. On Sunday 24 September 2023, the first timetable under the Bee Network launched with 96% of the service operating. By Tuesday 26 September 2023, this had increased to 98.1%. The changeover had exceeded expectations, but it was acknowledged that there were still some issues with particular services although it should be easier and quicker to address them under the new arrangements.

There was discussion around the Bee Network app and some of its functionality. Some of the information required manual updates which were not being completed. There were also some challenges with the app linking to the V1 and V2 services, but this was being looked at.

It was noted that, despite some challenges, the first franchising tranche had been delivered on the target date and within the budget that was set.

Officers continued the discussion outlining how the network might be further developed and improved. There would be much more data available than under the previous arrangements. Area based network reviews were planned and this could be extended to thematic reviews such as night-time services. This engagement and consultation would

not happen immediately but would be available in the future. The Mayor further asked local authorities to establish localised Bee Network Committees which could feed into the main GMCA Bee Network Committee.

Comments and questions:

- Committee members thanked TfGM officers for all their hard work and dedication in the successful launch.
- A recent news article which suggested that the network was already facing a significant deficit had raised concern. The Mayor responded that funding post-2025 was a widely recognised national concern. There had been no equivalent replacement of the City Region Sustainable Transport Settlements (CRSTS), but this was not unique to Greater Manchester. The Mayor stated that franchising had placed Greater Manchester in a stronger position than those without it as it gave greater control over best value for money. The operation of initiatives such as *Our Pass* would benefit from deregulation and franchising. The aim was to seek a reasonable and fair transport settlement, similar to that which London receives to operate their network.
- A member asked about the number of complaints that had been received and whether there was anything that could be learnt from this launch which could inform future launches. Officers responded that demobilisation of an operator was more challenging than expected, as was moving from an operator from one depot to another. There would be similar scenarios in future launches and there were lessons to be learned about planning for this and operators' feedback and advice would be included. There needed to be earlier access to depots and more holding space for the fleet during the transition. It was hoped that operators involved in the first tranche would also be available to advise operators in later tranches.
- A member echoed the challenges remaining around the app stating that feedback had included that there was no live tracking, that there were no maps available and that it was not compatible with Google or Apple Pay. Officers responded that the live tracking was linked to the manual input of data which was being addressed. Scheduled updates were planned which would include some incremental improvements alongside significant updates to be rolled out. The maps were to be

included as soon as possible. The compatibility of payment methods was scheduled for late 2023/early 2024. Similarly, journey planning was scheduled to be added in 2024. Clarification was given around tickets – there were no daily tram tickets but there were daily bus or multi-modal (bus and tram) tickets available through the app. The tap-in/tap-out method was still the recommended method.

- A question was raised about the high level of reliability on technology, the possibility of cyber attacks and what contingency plans were in place. Officers responded that there had been extensive cyber-attack testing on the network but assured members that there were strong safeguards and sufficient contingency plans in place to operate the network should an incident occur.
- It was acknowledged that some of the operators had gone above and beyond expectations with embracing the branding and ordering additional new vehicles ahead of schedule.

O&SC 28/23 BEE NETWORK CYCLE HIRE RECOVERY PLAN

GM Mayor Andy Burham provided a brief overview to the cycle hire scheme and how it had been subject to unexpected levels of vandalism leading to a recovery plan. This had been a joint partnership approach from the operator, Greater Manchester Police, Transport for Greater Manchester and GMCA officers. There were now over 500 bikes in circulation. Some of the bays were still suspended, on advice of GMP.

It was acknowledged that GMP had devoted significant resources to assisting with the recovery and seven arrests had been made of people suspected of vandalism and/or theft of the cycles.

The Chair asked that the remainder of the report and discussions (in Parts A and B) be deferred to the next meeting on 25 October 2023.

RESOLVED /-

That the report and discussions on the Bee Network Cycle Hire Recovery Plan be deferred to the next meeting on 25 October 2023.

O&SC 29/23 INTEGRATED WATER MANAGEMENT

Councillor Tom Ross attended as the Green City Region portfolio lead to update on the Integrated Water Management Plan. This had been the topic of an Overview & Scrutiny task and finish group and presented to GMCA in May 2023.

The Delivery Plan which picks up many of the task and finish recommendations was to be submitted to GMCA on Friday 29 September 2023.

Members commented on the significant work that had been progressed on this agenda, but urged for stronger links between the GMCA, TfGM and Local Authorities to ensure that local planning processes can be supported to consider integrated water management as a priority, and effectively implement Schedule 3.

In relation to the recommendation on an increased level of awareness, there had been three round table sessions with key stakeholders and GM portfolio leads, following which there has been a dedicated session scheduled at the forthcoming Green Summit.

The review had suggested that the current measures contained within the Greater Manchester Strategy to identify whether water management had improved were perhaps not the most effective measures, and therefore suggested that the Greater Manchester Strategy Refresh scheduled for 2024 may be a good opportunity to ensure the most effective measures were included.

Increasing public awareness would be addressed through ongoing communication campaigns, it was suggested that the forthcoming national publication of surface water data would be a further opportunity to ensure that residents were aware of the actions they could take to improve water management.

The review had highlighted additional areas which would benefit from detailed scrutiny, and therefore it was suggested that 'water quality' remained on the work programme for the Committee.

RESOLVED /-

1. That the Committee recognised the effectiveness of the awareness programmes already completed but would urge for this work to be continued and expanded where possible.

2. That the Committee would like to see progress measurements clearly identified and suggested that the Greater Manchester Strategy refresh would be a good opportunity to do this.
3. That the Committee would like to include “Water Quality” and how it relates to the Water Management Plan as a future agenda item.

O&SC 30/23 WORK PROGRAMME & FORWARD PLAN OF KEY DECISIONS

RESOLVED /-

That the Overview & Scrutiny work programme be noted.

O&SC 31/23 FUTURE MEETING DATES

The Chair drew members’ attention to the list of future meeting dates.

RESOLVED /-

That the schedule for future meetings be noted:

25 October 2023	1-3pm
22 November 2023	1-3pm
13 December 2023	1-3pm
24 January 2024	1-3pm
7 February 2024	1-3pm
21 February 2024	1-3pm
20 March 2024	1-3pm

O&SC 32/23 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.

RESOLVED /-

That the report and discussions on the Bee Network Cycle Hire Recovery Plan be deferred to the next meeting on 25 October 2023.

GMCA Overview and Scrutiny Committee

Date: Wednesday 25 October 2023

Subject: Bee Network Cycle Hire Recovery Plan

Report of: Andy Burnham, Mayor of Greater Manchester – Portfolio Lead for Transport

Purpose of Report

The first phase of the Greater Manchester Bee Network Cycle Hire scheme was launched in November 2021. Since Spring 2023 the scheme has experienced higher than expected levels of bicycle theft and vandalism resulting in a significant reduction in availability. This report provides an update on the scheme and the recovery plan to respond to the recent issues.

Recommendations:

The GMCA Scrutiny Committee is requested to:

1. Note and comment on the recovery plan for the Bee Network Cycle Hire scheme.

Contact Officers

Name: Richard Nickson, Active Travel Programme Director

E-mail: richard.nickson@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

Risk management is carried out at a programme and project level within the Active Travel Programme in accordance with Transport for Greater Manchester's Risk Management policy.

The recovery plan set out in this report is intended to mitigate the impact that vandalism and theft is having on the operation of the scheme and the consequent availability of bicycles to customers.

Legal Considerations

There are no specific legal implications with regards to this report. The changes to the operation of the Cycle Hire scheme are within the provisions of the existing contract and where a variation has been made this has been dealt with via appropriate change control procedures.

Financial Consequences – Revenue

The cost of the Cycle Hire scheme recovery plan can be accommodated within the agreed budget for the scheme. The financial implications of the recovery plan are outlined in a Part B report for reasons of commercial sensitivity.

Financial Consequences – Capital

The recovery plan does not include any capital financial consequences.

Number of attachments to the report:

1. Appendix

Background Papers

GMCA report, 25 June 2021 - The Mayor's Cycling and Walking Challenge Fund

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

Bee Network Committee

N/A

1. Introduction

- 1.1 The first phase of the Greater Manchester Bee Network Cycle Hire scheme was launched in November 2021.
- 1.2 Since Spring 2023 the scheme has experienced higher than expected levels of bicycle theft and vandalism, resulting in a significant reduction in bicycle availability.
- 1.3 Whilst ridership has been maintained, the recent criminal and anti-social behaviour reduced the availability of bicycles, impacting on customer satisfaction. Consequently, the operator and TfGM developed a recovery plan with support from the Travelsafe Partnership including Greater Manchester Police.
- 1.4 This report provides an update on the Greater Manchester Bee Network Cycle Hire scheme recovery plan.

2. Background

- 2.1 In 2021, following a competitive tender process, the design and operation of the Greater Manchester Cycle Hire (Phase 1) scheme was awarded to Beryl.
- 2.2 Beryl is a UK based micro mobility provider, which runs cycle hire (and scooter) services in various UK towns and cities.
- 2.3 Beryl is also a technology partner in the West Midlands and Transport for London scheme. Most recently it has been awarded the service contract in Leeds to provide 800 fully electric public hire bikes.
- 2.4 Phase 1 of the GM scheme was rolled out in three discrete sub-phases from November 2021 to Easter 2023, culminating in over 1,000 bikes on street, more than 200 'stations' and over 2,500 stands in an area spanning parts of Manchester, Salford and Trafford, as shown in Appendix, Figure 1. This area provides a catchment of circa 200,000 people. The cycle hire stations are spaced approximately within a 5-minute walk of each other (300-400m). To date, more than 60,000 users have registered to use the service, and over 460,000 rides have been taken, representing more than 1.1million km ridden.
- 2.5 The scheme provides self-service, 24/7, low-cost access to electric assist cycles (e-bikes) and traditional mechanical bikes, encouraging short, one-way trips by bike across Greater Manchester's regional centre. The scheme provides 2,500 stands giving capacity for 1,500 bikes. The fleet is a blend of e-bike (20%) and traditional bike (80%). Users access the scheme through a smartphone app which provides

real-time availability information and is used to collect payment. The bikes are fitted with a 'smart unit' with on-board GPS tracking and telemetry monitors. The bikes are secured through a front lock (frame to stand) and a rear lock (frame thro' wheel).

- 2.6 The contract awarded to Beryl was to design, build, operate and maintain the scheme. Delivery of the majority of the stations and stands is now complete, with over 1,500 bikes commissioned. The stations, stands and bikes for phase 1 of the scheme have been delivered within the budgeted funding for those assets.
- 2.7 Beryl receives a management fee to manage and maintain the scheme, including repair and replacement of bikes. The cost of this was to be funded by revenues generated through bike rental charges and a sponsorship deal, with any operational cost deficit to be funded from the Mayors Challenge Fund (Walking and Cycling) programme.
- 2.8 Although there is currently no confirmed funding for expanding the scheme into other areas of Greater Manchester, beyond modifications to the current scheme, work is ongoing to consider options, including funding, for where a future expansion of the scheme might be appropriate.

3. Recovery Plan

- 3.1 Since Spring 2023, as Phase 1 of the scheme approached completion, higher than anticipated levels of damage arising from theft and vandalism occurred reducing bike availability. In summary the issues were:
 - Repairs peaked and then initially subsided as the service area expanded between September to November 2022.
 - Missing bikes increased in November 2022 then saw a steady increase until April 2023.
 - Between April and July 2023, the rate of both missing bikes and bikes requiring repair increased significantly as the scheme expanded further, with a plateau of both missing bikes and repairs in May 2023.
 - At the end of July 2023, there were over 550 missing bikes, over 700 in need of repair, and availability of bikes dropped below 200.

Further detail is included in Appendix, Figure 2.

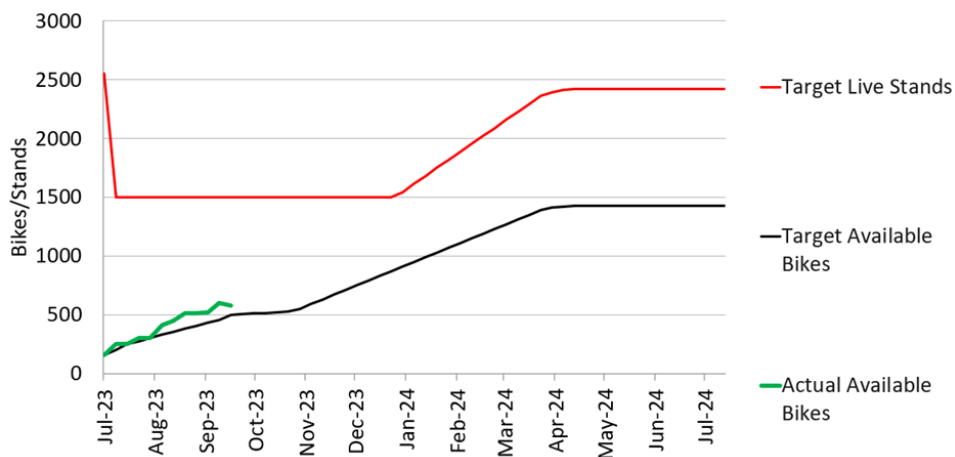
- 3.2 Through June and into early July, Beryl and Transport for Greater Manchester with support from Greater Manchester Police, developed a 'recovery plan' designed to

bring levels of bike availability back in line with the contracted service level agreement of 95% of commissioned bikes.

3.3 The following actions were agreed to be implemented:

- Suspension of service at 102 stations (see Appendix, Figure 3);
- An increase in Beryl's resources to tackle the backlog of repairs and to increase the scale of their on-street teams.
- Mandating the use of both front and rear locks to end a ride where there is space at a station. The go-live for the Mandatory Front Lock usage is planned for the 23rd of October (subject to final sign off by TfGM).
- Increased enforcement by incorporation of the Cycle Hire Service into the targeted activities of the GM Transport Unit, GMP and Travelsafe teams.
- Improvement to bike security and tracking measures.
- Credit card fraud prevention measures.
- Penalties have been increased for improper use e.g., failure to lock or taking bikes out of the service area (see Appendix, Figure 4); and
- In the longer term, Beryl is considering further changes to lock design and operation, and reinforcement of smart devices.

3.4 The overall intent of the recovery plan is to bring bike supply back up to contracted levels as illustrated below. As of 13th October 2023, there were 580 available bikes.



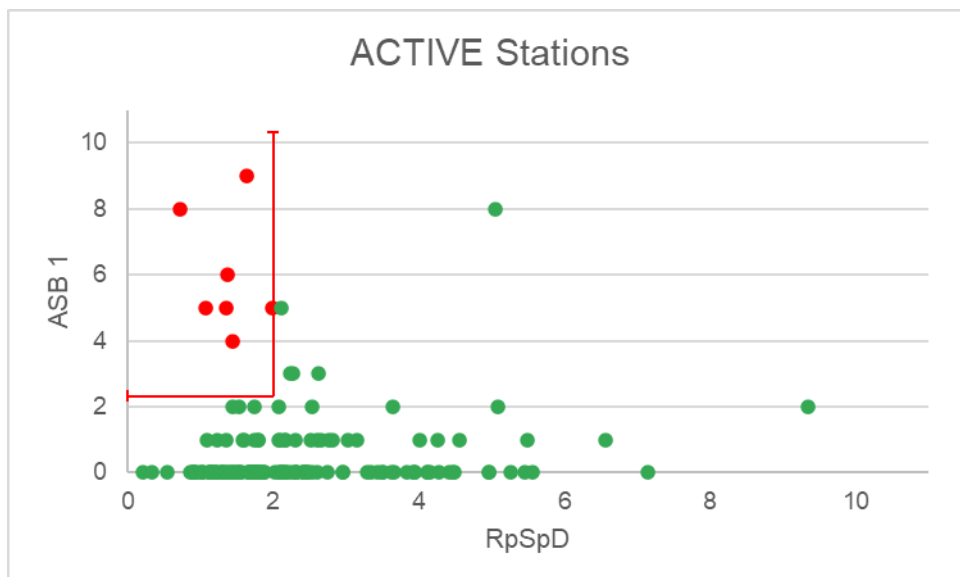
3.5 The plan will be delivered within the terms of the contract with Beryl and can be accommodated within the agreed budget for the Cycle Hire scheme. Further details of the financial implications of the recovery plan are included in the accompanying Part B report.

3.6 The recovery plan is predicated on a number of assumptions, including, for example, that the level of theft and vandalism will reduce following the suspension of stations.

The impact of the recovery plan, and whether the underlying assumptions crystallise, will be closely monitored and reviewed throughout the recovery period.

3.7 The first stage of the recovery plan included an analysis on anti-social behaviour (ASB) trends and resulted in the operator proposing to suspend all stations generating less than 1 ride per station per day, as these coincided with areas of higher anti-social behaviour but also inconvenienced the least amount of cycle hire users. Appendix: Figure 3 shows the distribution of open versus suspended stations.

3.8 A station suspension review was conducted in September 2023 highlighting 7 stations with higher-than-average levels of vandalism and low usage (Rides per Station per Day – RpSpD). These stations will continue to be reviewed and suspended if necessary. The graph below shows the 7 stations in red (top left quadrant) being monitored.



3.9 Suspended stations will be re-opened at 750+ available bikes on street.

3.10 In the first 2 weeks of October 2023 bike availability increased to 580 as vandalism trends stabilised.

3.11 Throughout the recovery period usage and users has remained relatively high but usage and users joining the scheme dropped over the summer, following a similar trend to the previous year. This points to high numbers of students using the scheme and the Recovery Plan not significantly impacting usage. September 2023 saw an increase of 47% more rides and 71% more active users compared to August 2023. The total number of rides since launch has now passed ½ million with over 1.2 million km ridden.

Appendix

Figure 1: Planned Operational footprint phase 1 Cycle Hire scheme.

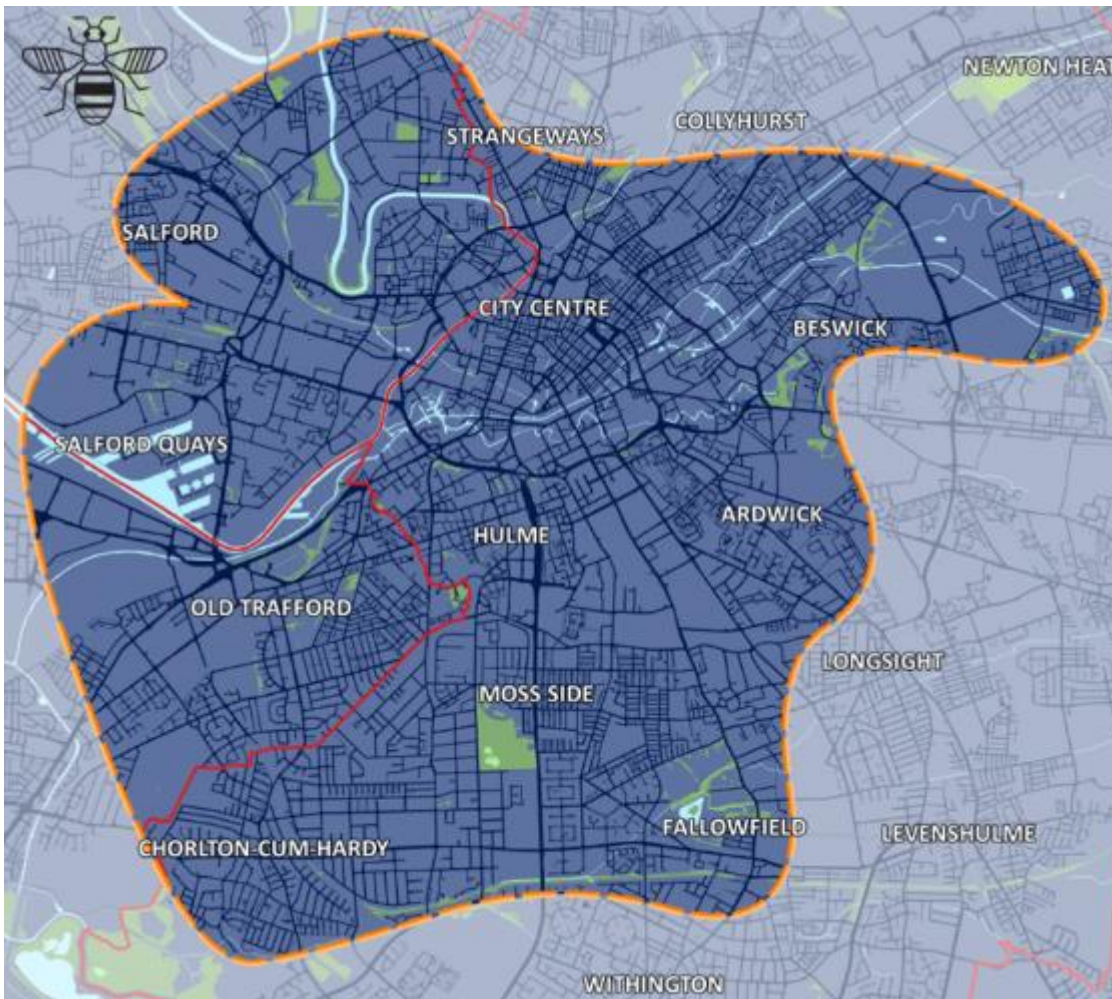


Figure 2: Repair and missing bike rate changes:

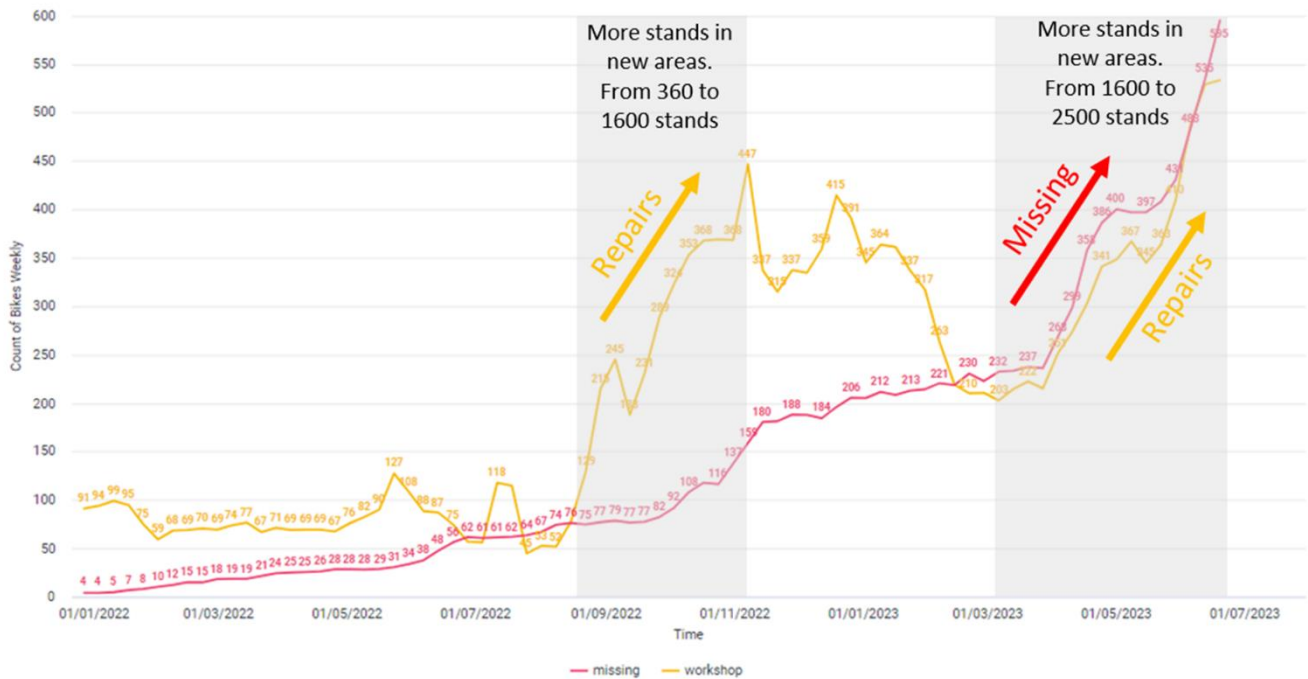
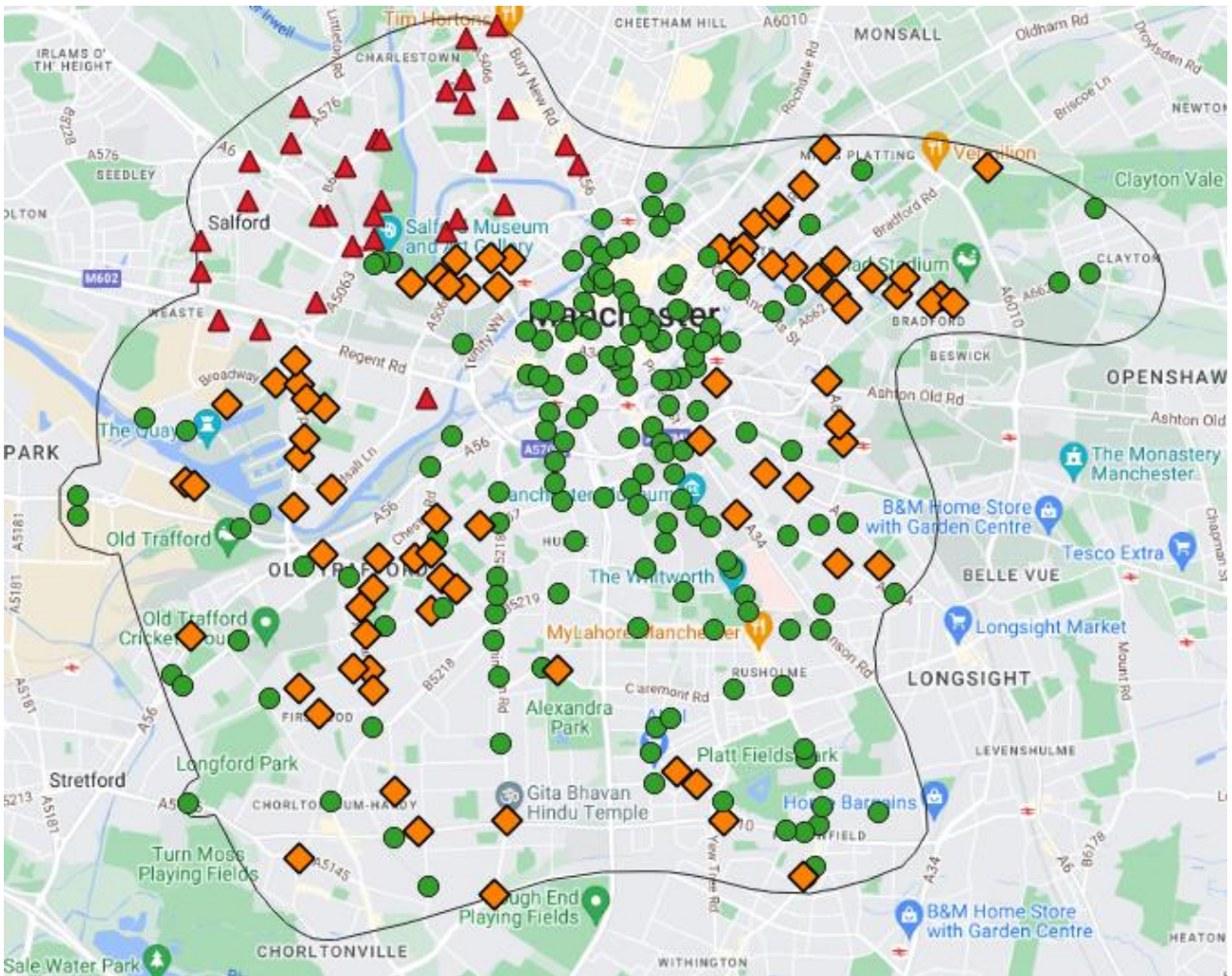


Figure 3: Revised operational footprint (station suspension)



Key:

- Green (circles) – remain operational but under review – to track shifts in ASB/Usage.
- Amber (diamonds) – suspended until review in autumn 2023.
- Red (triangles) – suspended until April 2024: areas of high ASB, and conflict with Lime e-Scooter trial (resulting in low cycle hire usage).

Figure 4: Table of Penalty charge changes

The following changes to penalties have been introduced.

	Previous	Recovery Plan
Out of Station fine	£5	£10
Failure to lock bike fine	£10	£30
Out of service area fine	£10	£25
Out of service area fine 24h	£80	£80

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GMCA Overview & Scrutiny Committee

Date: 25th October 2023

Subject: Greater Manchester Strategy Progress Report – Autumn 2023

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

Purpose of Report

To provide a draft progress report on the Greater Manchester Strategy (GMS) for review, comment and approval.

The progress report has been developed based on a series of GM system engagement and discussions, with the progress report providing an overview of collective progress against the GMS ambitions.

Recommendations:

Overview & Scrutiny Members are requested to:

1. Subject to comments, approve the draft progress report, noting the development in approach to the progress reporting, with a greater emphasis on whole system metrics and actions.
2. Agree and comment on the whole system actions included in the report (section 3.4 below), and agree the next steps for progressing these actions through a round of thematic, sectoral and place based engagement on the findings.

3. Note the impact assessment summary provided and that the process adopted for the development of this progress report, has not gathered sufficient detail to assess specific impacts arising from delivery of programmes and policies supporting the GMS ambitions. The assessment completed takes an overview approach, considering the strategic intent of the GMS and collective ability to, over time achieve that strategic intent.

Contact Officers

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

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

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers		
<p>Note the impact assessment summary provided and that the process adopted for the development of this progress report, has not gathered sufficient detail to assess any specific impacts arising from delivery of programmes and policies supporting the GMS ambitions. The assessment completed takes an overview approach, considering the strategic intent of the GMS and collective ability to, over time achieve that strategic intent.</p>		
Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	A	There is evidence of work underway which supports the advancement of equalities and inclusion across the GM system, however further work is required to progress this further and faster. The whole system actions identified in the progress report aim to drive system reviews of current practice and targeting and where gaps and opportunities are identified, provide for responsive actions to be put in place.
Health	A	The review of the data and outcomes undertaken to support the development of this progress report show some good examples of activities which can advance improved health outcomes in GM. The reviews of the prioritised outcomes however highlighted some of the challenges faced by the health and care system and the need for truly cross system working to tackle some of the challenges GM faces.
Resilience and Adaptation	A	The information gathered for this progress report is insufficient to assess the overall impact on resilience and adaptation. Key policies such as Places for Everyone provide the detail and policy framework through which GM will deliver. The whole system review of the Carbon Emissions measures highlighted the need for climate adaptation and biodiversity protection in order to support GM's resilience in the future.
Housing	A	The significance of the role of good quality, affordable housing was discussed as part of the policy review of the prioritised outcomes. Progress is being made of GM's home building ambitions along with net zero homes and building retrofit to support GM's carbon neutrality ambitions. Work underway with both private and social landlords is supporting the wider ambitions of delivering good quality homes for all.
Economy	A	Positive progress is being made in supporting economic and wider GM ambitions delivery through flagship programmes such as the Good Employment Charter and Real Living Wage campaign. The upcoming refresh of the Local Industrial Strategy provides further opportunity for the alignment of strategic ambitions across policy areas, with evidence of joint work in this area already underway.
Mobility and Connectivity	A	Significant developments have been launched in GM's ambition to provide an affordable integrated public transport system. The Bee Network and launch of the first tranche of bus franchising are providing strong foundations from which to build. The importance of the role of transport, accessible and affordable was discussed in respect of all the prioritised outcomes and how this can be further advanced enabling the attainment of GMS ambitions
Carbon, Nature and Environment	A	The agenda was discussed in detail at the cross-policy review and was further expanded upon in the GMS Stakeholder discussions. The importance of this agenda is clear and understanding of the need for responsive actions understood systemwide. The refresh of the 5YEP provides opportunity for greater specificity in targeting and accountability to the delivery of the actions in the plan.
Consumption and Production	A	The reviews undertaken to produce this report did not gather sufficient information to assess overall impacts on consumption or production. However, it is clear that the developments and actions planned and currently underway in support of delivery of the GMS will, at least in the short term, result in negative impacts on consumption and production.
Contribution to achieving the GM Carbon Neutral 2038 target		The reviews undertaken to produce this progress report have shown far greater understanding of the role of all thematic areas and stakeholders in supporting GM's carbon neutrality ambitions. This report highlights further work is required, with a significant opportunity with the refreshing of GM's 5 Year Environment Plan, with clarity of actions and accountabilities across the GM system to its delivery.
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.

Carbon Assessment		
Overall Score	[REDACTED]	
Buildings	Result	Justification/Mitigation
New Build residential	[REDACTED]	Insufficient detail has been gathered for this progress report to assess these elements. The detail of impacts arising from individual policies and plans delivering against the GMS ambitions will assess these elements.
Residential building(s) renovation/maintenance	TBC	As above
New build non-residential (including public) buildings	TBC	As above
Transport		
Active travel and public transport	TBC	As above
Roads, Parking and Vehicle Access	TBC	As above
Access to amenities	TBC	As above
Vehicle procurement	TBC	As above
Land Use		
Land use	TBC	As above
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 report updates on progress of activity supporting the delivery of GMS outcomes and commitments. The update highlights some of the priority outcome measures where whole system working and greater focus on targeting of disparities can support greater learning and progress against outcome measures. There is a risk that GM may be less likely to achieve the ambitions set out in the GMS without developing appropriate responses to the issues identified in this report.

Legal Considerations

No direct legal consideration resulting from this report

Financial Consequences – Revenue

No direct financial consequences resulting from this report

Financial Consequences – Capital

No direct financial consequences resulting from this report

Number of attachments to the report: 1 Annex

Comments/recommendations from Overview & Scrutiny Committee

Being considered on 25th October.

Background Papers

[Greater Manchester Strategy Progress Report – Spring 2023](#)

[Greater Manchester Strategy Progress Report – July 2022](#)

[Greater Manchester Strategy Refresh – December 2021](#)

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

25th October 2023

1. Introduction/Background

1.1 The annexed report provides the latest progress report for the Greater Manchester Strategy (GMS), providing an overview of collective progress of delivery of GMS ambitions, and updating since the last progress report in Spring.

1.2 The latest progress report focuses in greater detail than previous reports on the performance data in the GMS performance framework. Cross-policy area reviews, along with a review by the GMS Stakeholder panel have been undertaken on prioritised metrics to support greater whole system learning, working and consideration of greater targeting of activity aiming to support improvements in overall performance. Summaries of the measures reviewed and headline whole system actions are included below.

1.3 In addition, as Members will be aware, the Business Board (formerly the LEP) is now fully integrated into the GMCA with a remit to be as ambitious as possible, maintaining a strong business voice at the heart of city region and maximising economic growth across Greater Manchester. This includes driving private sector input into, and support for, the shared vision for the city region set out in the Greater Manchester Strategy.

1.4 The Business Board has been working to drive key GMS priorities within a framework agreed with GMCA that focus on those areas where the Business Board can bring most added value including: Innovation; Net Zero; Real Living Wage; Economic Resilience; Marketing and International; Business Support; Investment Finance; Addressing Inequalities; and Skills. Lou Cordwell, Chair of GM Business Board (LEP), will attend this meeting to update the Committee on the Board's progress in delivering these priorities.

2. Whole system review of prioritised outcomes

2.1 Five measures were prioritised for cross-policy review discussions. The metrics were chosen after a review the latest performance data, with those chosen being off target or underperforming in terms of spatial and demographic variations, and chosen as those measure considered to have truly cross-cutting impacts, where there may be whole system actions and leverage to support collective improvement. See section 4.1 in annexed report.

2.2 The prioritised measures review discussions built an understanding of existing actions in place, drivers of performance and the impacts of existing actions. The cross-policy review discussions focused on areas where additional or different actions may be needed, requiring whole system responses. The reviews also provided for some reflection of how current activities could be delivered differently to support overall improvements in outcomes. Building on the initial findings from the cross-policy reviews, the GMS Stakeholder Panel - with representatives from GM thematic groups, places and across sectors - developed further the understanding of the current situation surrounding the five prioritised outcomes. The Stakeholder Panel discussions have supported the refinement of the required responsive actions, and re-emphasised the truly whole system commitment evident to improvement and collective desire to deliver on GMS ambitions.

2.3 For each of the prioritised outcomes whole system areas for action have been identified. Further work will take place over the coming six months, starting immediately, with the aim of refining the issues and developing specific propositions and commitments to delivery. These reviews will provide a more comprehensive overview of the current activities supporting these outcomes, via policy themes, sectors and places, and will seek to track responsive actions put in place over coming months.

2.4 Summary of whole system actions

Detail in section 4 in annexed report

2.4.1 Poverty – children in low-income households

Greater recognition / clearer understanding of the specific roles of policy areas, sectors and organisations contribution to reducing poverty and supporting those experiencing poverty. In support of the upcoming 2024 refresh of the Greater Manchester Strategy, adopt an approach that more clearly articulates the actions and commitment across the GMS system that support poverty reduction, ensuring these are visible, delivered and joined up across the system to maximise impact.

2.4.2 Carbon Emissions

Refreshing of the 5 Year Environment Plan provides the opportunity to develop further whole system commitment and specific actions which can support GM's carbon neutral ambitions. The next iteration of the Environment Plan must restate GM's firm commitment to this agenda, providing greater specificity of targets and actions required to attain ambitions, with the expectation of whole system responses and accountability to its delivery.

2.4.3 Employment Rate – racially minoritised / disabled people

Across all delivery, there is opportunity for the review of current targeting and consistency of approaches. Reviews undertaken should identify any gaps and consider where more specific targeting of activity could be applied. Such reviews should be undertaken for both economically active and inactive cohorts, specifically targeting access to, take up and achievement of racially minoritised and disabled people.

2.4.4 Overweight and obese children and adults

The evolving work being led by the Population Health Board around Healthy Weight provides a platform from which GM can build. Whole system engagement and ensuring appropriate governance and oversight is in place to deliver the wide ranging activities required to support this agenda will enable the maximum reach and benefit, along with the sustainability of impacts potentially achieved.

2.4.5 Child development in early years, aged 2.5

There are opportunities to further explore the spatial variation in outcomes across the city-region. A review could be undertaken into the current deployment of interventions, with greater sharing of lessons learned and good practice and where appropriate greater use of GM principles / minimum standards to support a reduction in unwarranted variation.

3. Overall Progress

3.1 Addition to the prioritised outcome assessments, the main report annexed also provides an overview of performance against the greener, fairer, more prosperous pillars of the GMS (section 5) and progress updated on the GMS floor targets (section 6). The report highlights achievements and challenges, along with drawing out some of the variation present across measures included in the GMS outcomes framework.

3.2 To support the development of the progress report the [GMS performance dashboards](#) have been updated, providing the latest available data for all GMS outcomes and commitments. The dashboards provide timeseries, place based and cohort level data where available across the breadth of GMS measures.

3.3 The overview of performance against the 3 pillars (greener, fairer, more prosperous) and the floor targets, as well as in relation to the 5 measures prioritised for cross-policy review, show significant variations by geography and demographics in many domains. These are highlighted in the attached report and the full datasets. GM has always been clear that any one community being 'left behind' in key metrics is an issue for the whole of GM and therefore some of these variances are of concern.

3.4 The report also reaffirms the system commitment to the GMS ways of working, including the role of the unified model of public services and GoodLivesGM as the established mechanisms by which whole system working can be further developed.

4. Recommendations

4.1 Recommendations appear at the front of this report.

Annex

Greater Manchester Strategy Progress Report – Autumn 2023

Contents:

1. [Introduction](#)
2. [Context](#)
3. [Progress since the Spring Report](#)
4. [Whole system approach to improving shared outcomes](#)
 - a. [Poverty](#)
 - b. [Carbon emissions](#)
 - c. [Employment Rate – Racially minoritised / disabled people](#)
 - d. [Overweight and obese children and adults](#)
 - e. [Child development in early years](#)
 - f. [Overarching findings / system learning](#)
5. [Overall progress against the Greener, Fairer, More Prosperous Pillars](#)
6. [GMS floor targets progress](#)
7. [Next steps](#)

1. Introduction

1.1 This progress report provides a view on the collective progress of the Greater Manchester (GM) system in delivery of Greater Manchester Strategy (GMS) ambitions, updating since the [previous report](#), which identified a series of strategic opportunities, which, if GM can capitalise on their benefits, can further the system's ability to achieve the shared ambitions of the strategy.

1.2 This report focuses in more detail than previous reports on the performance data (the targets and measures) within the GMS performance framework. The report does not seek to comment in detail on the impact or effectiveness of individual programmes or delivery activity, instead it seeks to provide a collective overview on whole system direction of travel.

1.3 Building on the previous report an update on overall progress is provided, along with greater detail and updated data on the three GMS floor targets. Additionally for this report an approach has been adopted which has undertaken cross-policy area reviews of the progress of a few outcomes in detail, the performance of which has whole system impact and therefore whole system / cross stakeholder buy in to their achievement.

1.4 The GMS seeks to support ways of working which enable cross-policy and partnership design and delivery around a shared set of outcomes and commitments.

1.5 The focus of this report on a few measures where, working together, GM has the potential to achieve whole system improvement, has provided for a more detailed analysis and investigation of a few measures to better understand the actions being taken, and to support the development and commitment of pivot, changes or development of additional actions in response to the underperformance of the selected metrics.

1.6 This approach has allowed for an understanding of how current activity contributes to the attainment of the outcomes, along with the opportunity to identify any levers within the system which could be used to support further improvement, along with building an understanding of how the strategic opportunities presented to GM can support improvement against these shared outcomes.

2. Context

2.1 The economic context in which this report is being drafted continues to remain extremely challenging. Despite recent falls in overall inflation, the cost of living crisis continues to impact on the people and places of Greater Manchester, with evidence of increasing financial hardship and challenging circumstances not only for our residents but also significant challenges for the organisations and agencies involved in the delivery of the Greater Manchester Strategy.

2.2 Within this context, the role of this report can be seen as a lever, supporting whole system working around the GMS shared commitments and outcomes, ensuring that where there is a need for joining up and delivering differently that this can be enabled.

2.3 The review undertaken for the development of this report can also be used to support the ongoing work to develop the implementation priorities and approaches for delivery as Greater Manchester moves into the delivery of the Single Settlement and other powers and flexibilities granted through the latest [devolution deal](#) with Government.

3. Progress since the Spring Report

3.1 The previous report identified key strategic opportunities presented to GM right now:

- Devolution trail blazer and single settlement
- Refreshing the 5 Year Environment Plan
- Reenergising the prevention agenda
- Refreshing the Local Industrial Strategy
- Development of the Integrated Care Partnership
- Refreshing the GM Digital Blueprint

3.2 The assessment of the metrics prioritised for working together to drive change, take account of how the identified strategic opportunities can support GM collectively in achieving the GMS ambitions.

3.3 The GMS ways of working were discussed as part of the cross-policy review of metrics. A reaffirmed commitment to the [unified model of public services](#) and the roll out of GoodLivesGM can support the whole system to work in ways together that can support the delivery of better outcomes for the people and places of GM.

3.4 A summary of overall progress against the three GMS pillars (greener, fairer, more prosperous) is provided at [section 5](#) of this report.

4. Whole system review of shared outcomes

4.1 The following section focuses on the prioritised measures around which a whole system review has been undertaken. For each of the outcome measures a review of the current performance data is provided, along with a logic model approach which identifies the key drivers for that outcome, and how those feed into the existing GMS commitments and up into the headline outcomes. Following the cross-policy review, a summary of key discussion points and suggested areas for action are provided for each of the outcomes.

The outcomes reviewed were selected following a review of the latest performance data across all of the [GMS outcomes and commitments](#), and were specifically selected where the data shows under-performance where there is one or more of the following:

- **considerable gap between GM performance and relevant target / comparator areas**
- **considerable spatial variation**
- **considerable demographic variation**

Identified measures were then assessed to select a small number to focus on which are cross-cutting outcomes on which improved performance requires joined-up activity from across ‘the system’; and outcomes where there is clear leverage to bring about improved performance, either on the metric itself or on areas that impact upon it.

Note that the performance dashboards (link above and screenshots below) are currently draft, subject to final quality assurance.

4.2 Based on this assessment, the measures selected were:

- [Poverty](#)
- [Carbon emissions](#)
- [Employment Rate – Racially minoritised / disabled people](#)
- [Overweight and obese children and adults](#)
- [Child development in early years](#)

4.2 In reviewing the outcome measures the role of external factors (beyond GM's direct control) were discussed, however the focus of the discussion was on what GM is doing and the things within GM's control; GM's actions may in some cases achieve only marginal gains but focus on key questions:

- Where can we add most value?
- Are we ensuring we are maximising the impact of the interventions we have in place? – are we targeting resources and prioritising to ensure maximum impact?
- What can we do with the levers that we have in our control?
- Are we working in ways that adopt the GMS ways of working and the principles of the unified model of public services?
- Can we do things differently?

4.3 Further to the cross-policy review of the priority outcomes, the GMS Stakeholder Panel – drawing representatives from across GM places, sectors and policy themes – reviewed the initial findings, discussed the draft content and has added to and refined the insight and recommended actions for each of the five prioritised outcomes.

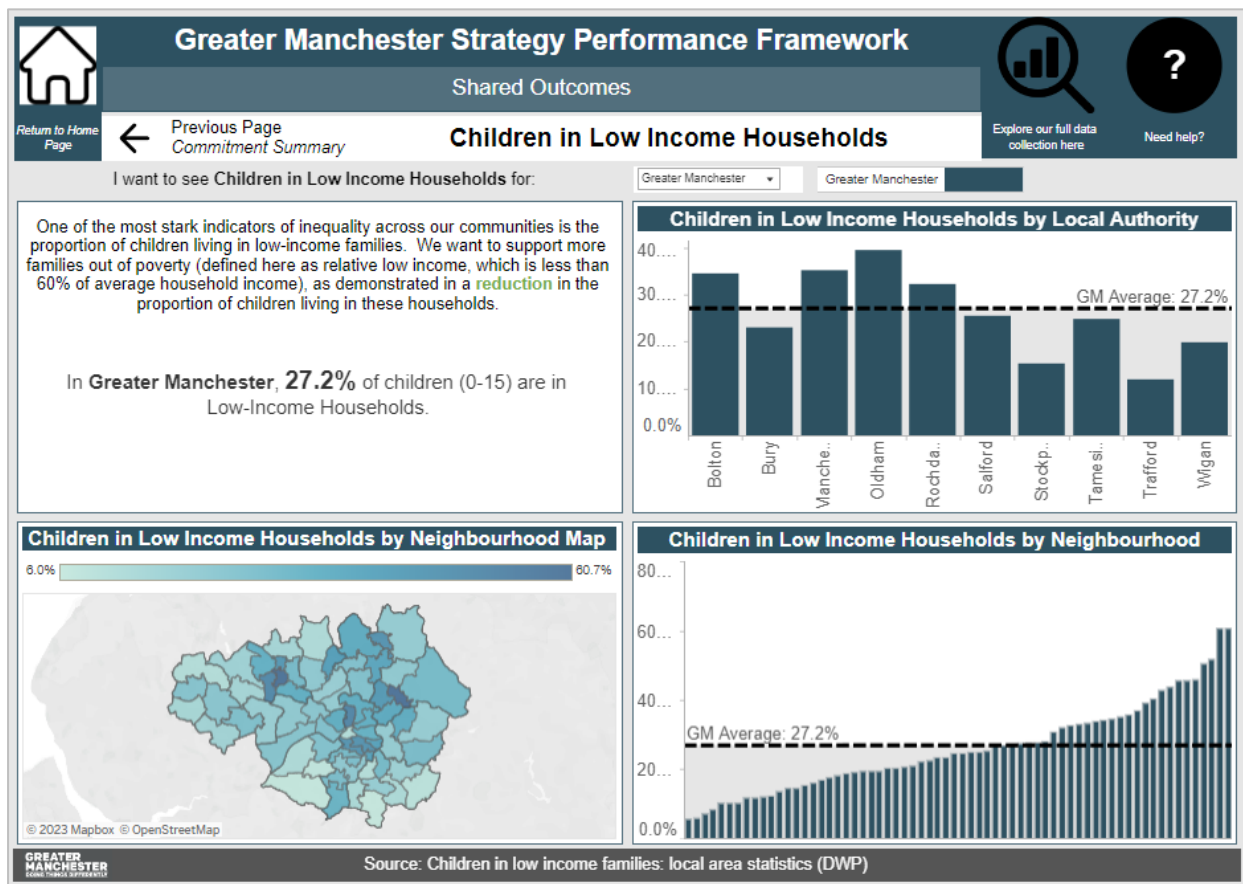
4.4 Headline whole system actions for each outcome reviewed are highlighted under each section.

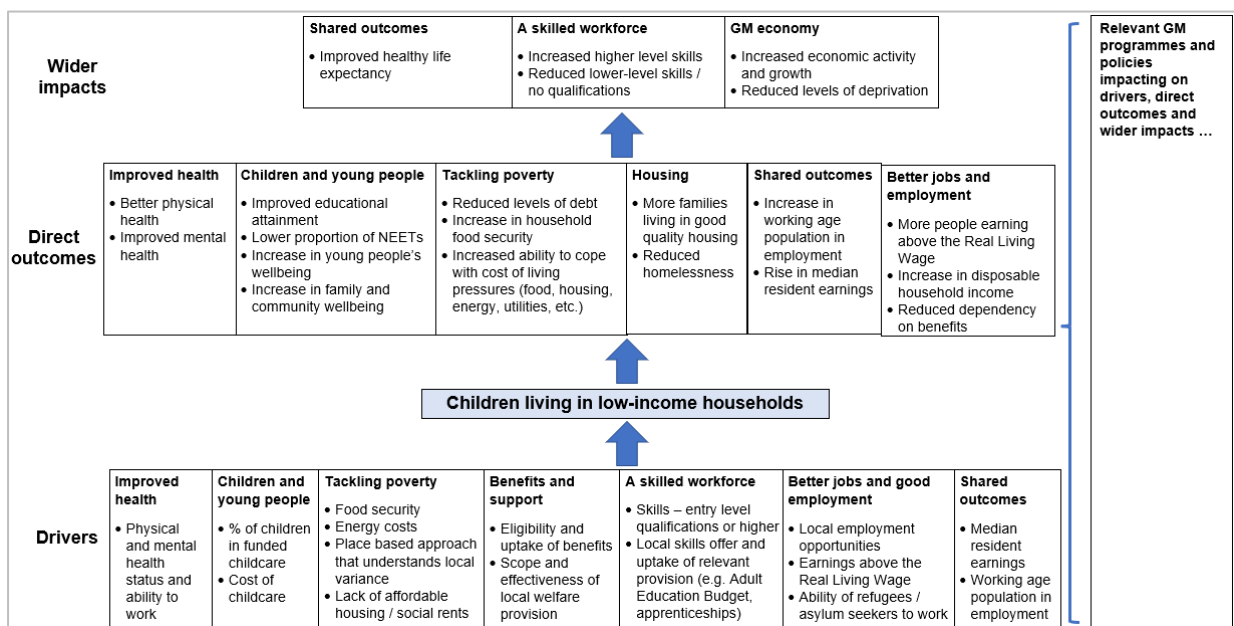
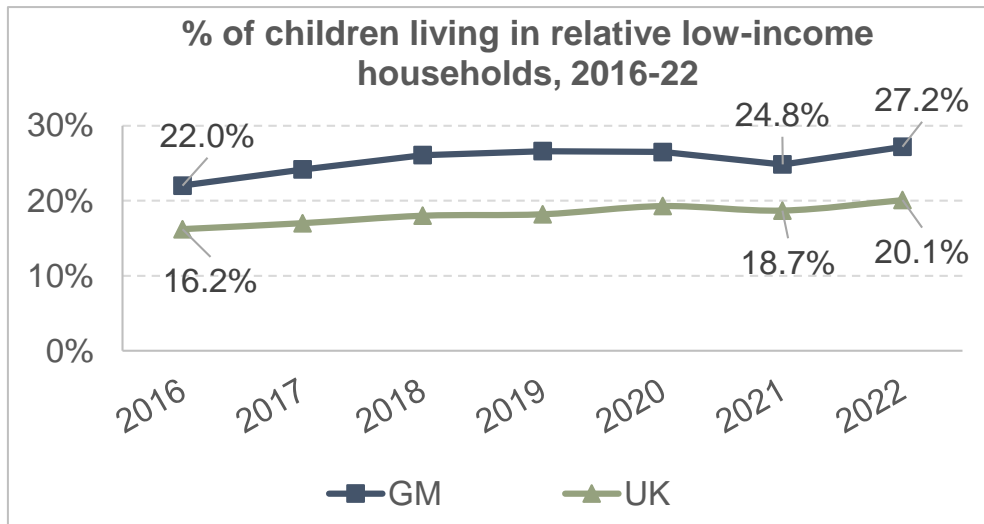
Poverty – children in low-income households

GM wants to support more families out of poverty.

More than a quarter (27.2%) of GM children were living in low-income households in 2022, an increase compared to the previous year (24.8%), and considerably higher than the 2022 UK average (20.1%).

Latest dashboard is available [here](#), including place-based data





This measure was chosen as a headline measure due to the very cross-cutting nature of the agenda, and the understanding of the increasing numbers of people experiencing poverty, along with the implications of poverty impacting on all policy areas and its influence on the policies and actions that GM collectively takes.

While this measure focuses on children in low-income households, the cross-policy review of this outcome considered poverty experienced by people of all ages, including households without children.

Some key discussion points:

- Recognition of the truly cross cutting nature of the agenda and the influence this has on all aspects of GM policy and delivery.
- Understanding of this being a good measure of how the whole system needs to work together in order to drive change.
- Recognition of the breadth of drivers and factors influencing poverty levels across GM.
- Local leverage and joining up of activities has potential to increase impact of activities delivered.
- Role of national policy impacting numbers of people experiencing poverty / financial hardship.
- Housing costs significant driver of poverty with recent alarming rises in rent cost significantly reducing the amount of disposable income available to many households.
- Generational issues – fewer younger people households forming due to lack of affordability; older people approaching retirement age but who are not owner occupiers.
- Opportunities presented by increasing home efficiency to reduce costs, while also achieving environmental benefits.

GMS Stakeholder Panel Review

- Significant increase in the numbers of people entering GM seeking asylum or refugees, which is likely impacting on the increasing numbers of people living in poverty. Challenges around the asylum system limit individuals' ability to access employment and therefore financial challenges progress.
- Uptake and availability of working age benefits – discussion around the role of various benefit systems, their accessibility and availability and role of partner agencies in ensuring maximum take up of benefits available – supporting households and families currently experiencing poverty.

Whole system action:

Greater recognition / clearer understanding of the specific roles of policy areas, sectors and organisations contribution to reducing poverty and supporting those experiencing poverty.

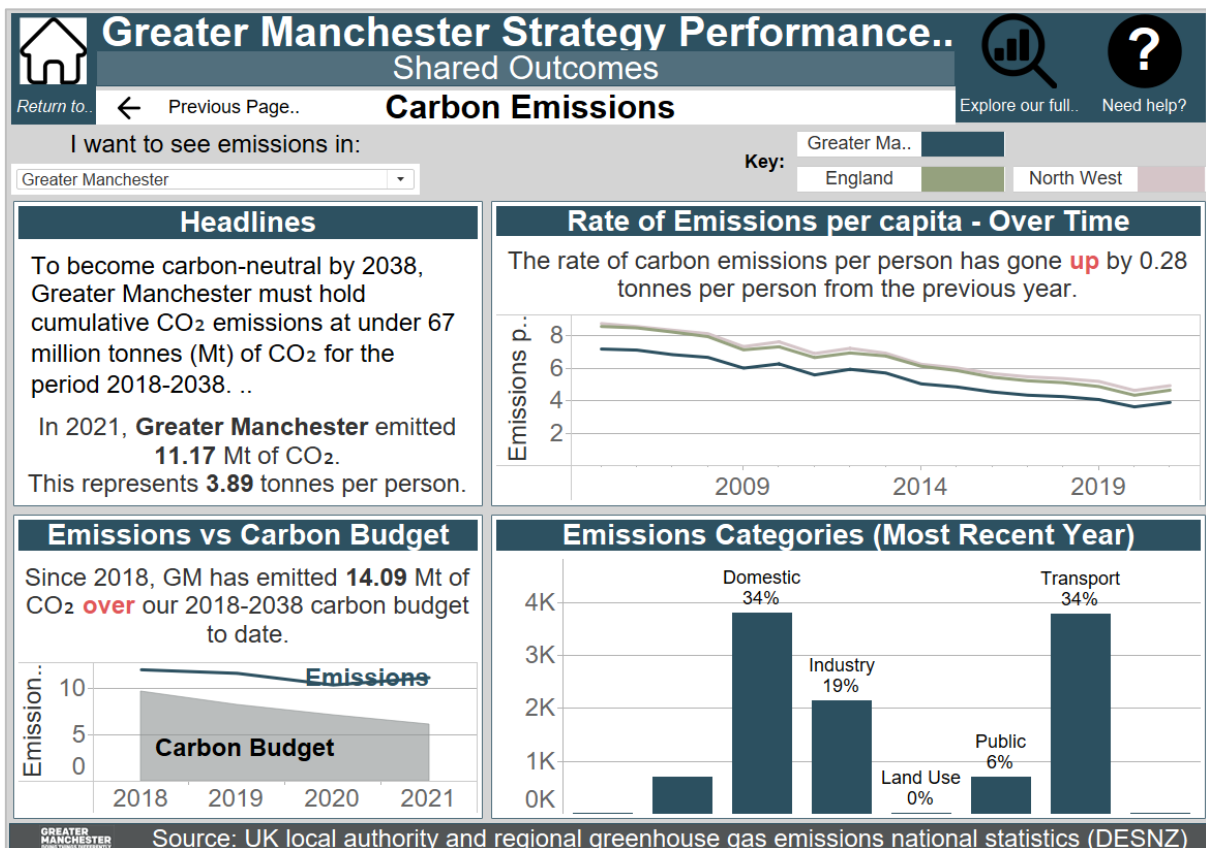
In support of the upcoming 2024 refresh of the Greater Manchester Strategy, adopt an approach that more clearly articulates the actions and commitments across the GM system that support poverty reduction, ensuring these are visible, delivered and joined up across the system to maximise impact.

Carbon Emissions

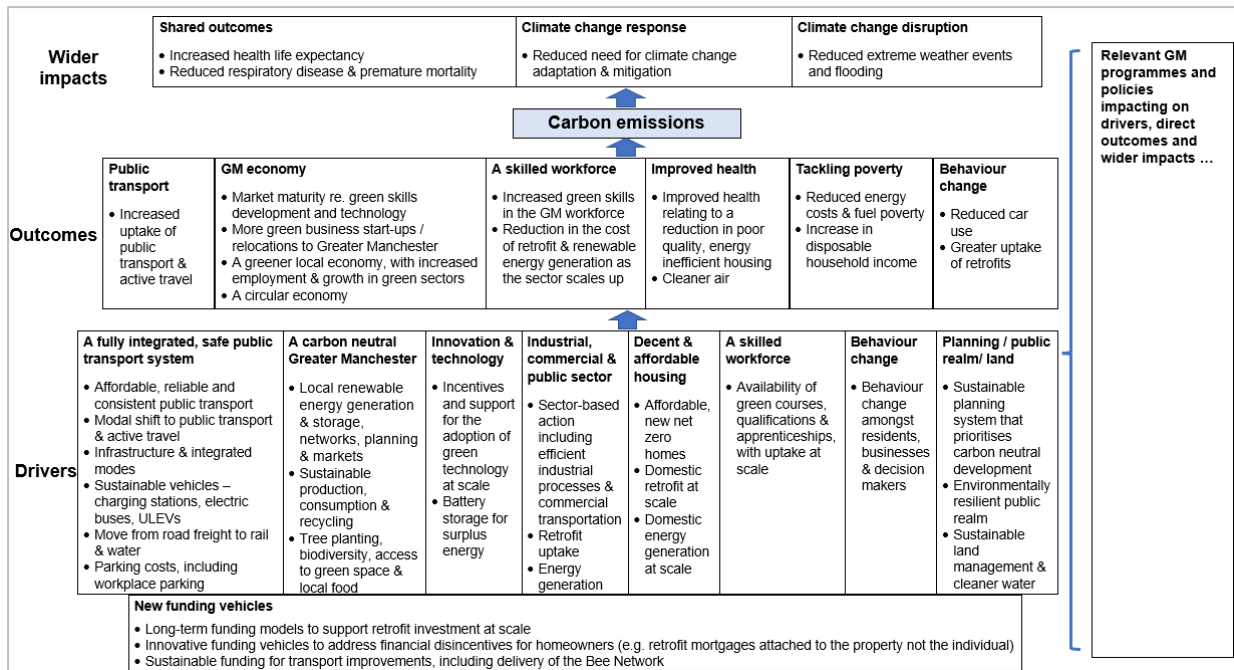
GM wants to create a carbon neutral city region by 2038, with better air quality and natural environment.

The latest data show GM emitted 11.2Mt of CO₂ in 2021, an increase (worsening) from the previous report at 10.7Mt of CO₂.

Latest dashboard is available [here](#), including timeseries and place-based data



A related dashboard on nitrogen dioxide exceedances is available [here](#), with further data available from the [Clean Air Greater Manchester Data Hub](#). We also report on the energy efficiency of new homes built in GM [here](#), and on the number of trees planted across the city region [here](#).



This measure was chosen as all areas of policy impact on carbon emissions. GM's carbon-neutral commitment by 2038 is a flagship commitment which will require all parts of GM to go further and faster in reducing carbon emissions.

Some key discussion points:

- Significant improvements in public transport, active travel network and timely implementation of the next phase of activity. However, headline data shows private vehicle ownership in GM is increasing, which typically aligns with ownership and reductions in active travel. Policy developments need to encourage greater modal shift from private vehicles, but also need to recognise the continued need for private car usage, supporting the transition to electric vehicles where this cannot be avoided.
- Delivery of integrated and safe public transport system, ensuring that public transport is safe to use, accessible and appealing to people to encourage greater use.
- Role of digital technology to support modal shift; people will be more inclined to use the bus if they know in real time when it is going to arrive and get them to their destination.
- National policy decisions impacting, e.g. closure of rail ticket offices putting more people off using trains.

- Building retrofit programmes are key intervention, able to deliver a significant reduction in energy use. Approx 800,000 homes across GM which require retrofit. Innovative funding models being explored to enable access to retrofitting of private dwellings.
- Across all policy areas intent should be to reduce energy use firstly and then decarbonise when used.
- Net zero homes programme support this ambition, with a comparatively smaller than building decarbonisation, but significant role to play.
- Recognition of focus on industrial sectors is more to support them to decarbonise rather than a policy to pursue low carbon sectors per se.
- Need greater understanding of how policies impact on one another, especially in terms of climate impact.
- Understanding of the role of development, not just where we develop, but how we do this – designing out carbon from the outset.

GMS Stakeholder Panel Review

- Recognition of this report being a whole system overview, but within that the need to understand – and celebrate / share – the successes and actions being taken by individual organisations in supporting carbon reduction in their own operations. Consideration of greater scope for sharing / learning from partners within GM system.
- Importance of the role of the refresh of the Five Year Environment Plan (5YEP), in setting the system up with stretching, but achievable, targets and ambitions which may galvanise greater support and commitment than high level aspirations.
- Supporting a greater shift in the public narrative / perception of the public transport system. Recognising the significant progress being made, but perceptions of poor public transport remain. Individual stakeholders could consider what more can be done to support their workers, learners and access
- Discussion around the long term sustainability of the public transport system and work underway to provide a clean, affordable, accessible integrated public transport system across the whole of GM.

- Given recent national government changes to the route to net zero, there was discussion of the need for GM to continue to stand firm on this agenda, developing and delivering in line with the stated ambition and ensuring the refresh of the 5YEP reaffirms that commitment.

Potential further questions to explore:

- Could there be greater consideration of the positioning of the reduction of private car ownership and shift to electric cars where need remains?
- Opportunity to explore the potential for the role of digital technology supporting greater modal shift and linking to other policy areas, e.g. virtual wards reducing the need for travel to hospitals, and development of digital transport technologies supporting ease of access to services, work places and leisure activities.
- Opportunities to develop with the refresh of the 2040 Transport Plan?
- Opportunities to develop with the refresh of the Local Industrial Strategy; alignment with refresh of the 5YEP, to support decarbonisation of existing industries and development of 'green' industries and supply chains?
- Are there further opportunities as public, private and voluntary sector partners to commit to doing more as individual organisations / institutions? Are there possible actions which could be developed around corporate social responsibility and contribution to support the 2038 target? Potential opportunities for development under the NHS GM Anchors activity underway.
- Opportunities for the greater roll out of support to improve impact of the co-benefits tool assessments completed and develop greater system understanding of outputs and use of this (and other) evidence to challenge proposals, support trade-off discussions and develop more environmentally beneficial decisions.
- Opportunities to explore further around the communication of the environmental agenda, positioning more through behaviour changes and personal choices which can support individuals' health or wealth, while also attaining environmental improvements?

Whole system action:

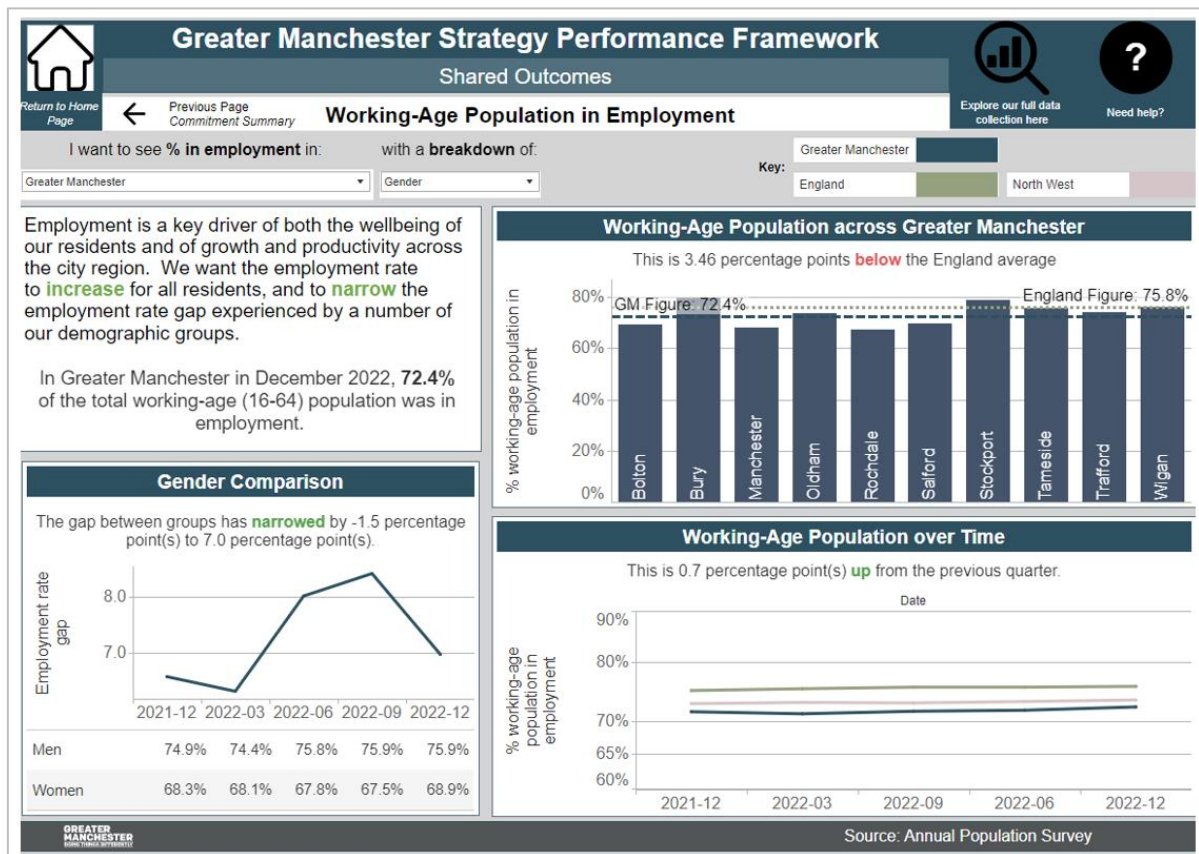
Refreshing of the 5 Year Environment Plan provides the opportunity to develop further whole system commitment and specific actions which can support GM's carbon neutral ambitions. The next iteration of the Environment Plan must restate GM's firm commitment to this agenda, providing greater specificity of targets and actions required to attain ambitions, with the expectation of whole system responses and accountability to its delivery.

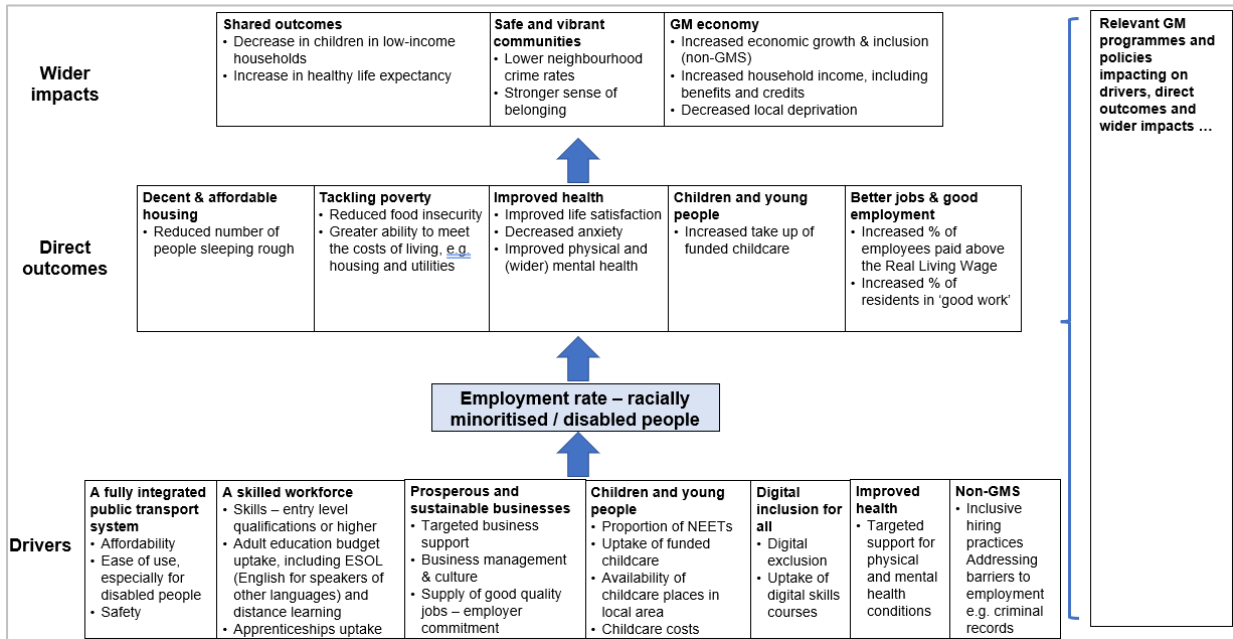
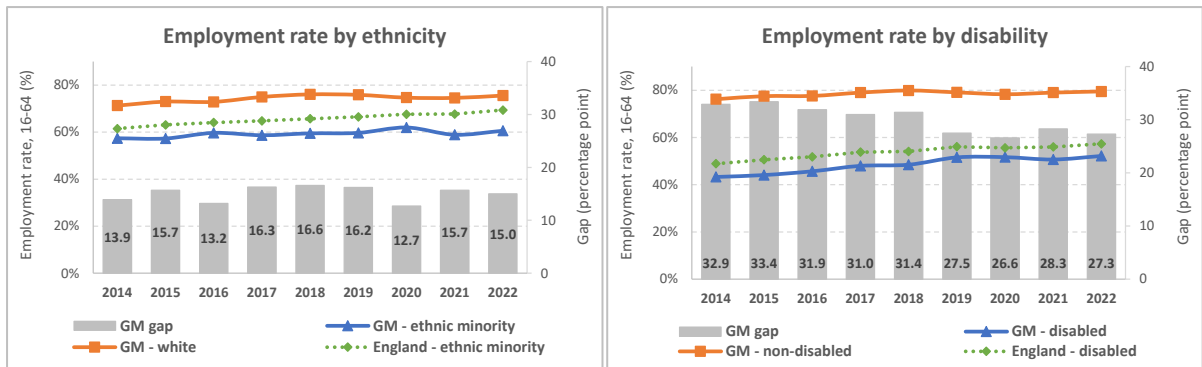
Employment rate – racially minoritised / disabled people

GM wants the employment rate to increase for all residents and to narrow the employment rate gap experienced by a number of demographic groups.

Total employment in GM in the year to December 2022 was 72.4%, up from 71.8% in the previous report. However, the employment rate for racially minoritised and disabled people was much lower, with both considerably below the England average for these groups.

Latest dashboard is available [here](#), including timeseries and place-based data





The performance information shows a persistent lag in overall employment rate at GM level compared to national performance, but stark differences beneath that average for people from racially-minoritised communities and people with disabilities.

Some key discussion points:

- Recognition that this measure does not capture economically inactive, which is a key policy area for both health and skills & employment.
- Important to understand the role of activity to support economically inactive and those close to the labour market can have on this measure.
- Significant variation amongst the cohorts, not single homogeneous groups and therefore appropriate understanding, tailoring and targeting key to driving improvement in outcomes.

- Wider recognition of the connection between employment and poverty, understanding of people in work experiencing financial hardship.
- Policy levers around quality employment, progression and development of good work to support employment being a means to support people out of poverty. Recognition of the role of employers and understanding that direct influence and impact in this area can be limited.
- Breadth of impacts across policy areas adversely impacting racially minoritised and disabled people, such as inequality in policing and the criminal justice system, which will contribute to the poorer relative performance.
- Recognition of the need to understand cultural factors which impact on overall employment and progression rates. This understanding needs to be present across all policy areas to ensure interventions are appropriately designed and delivered to ensure take up and achievement of successful outcomes.

GMS Stakeholder Panel Review

- Understanding of the significant role of employers in supporting improvements in employment practices and driving good quality work, pay and progression. There was discussion about continuing to ensure the successful work of the Good Employment Charter, and recognition of the importance of this on the main levers in the GM System to support 'good work'.
- College sector struggling to keep up with demand for English for speakers of other languages (ESOL) provision – making links to not only, but significantly, the increases in refugees and asylum seekers. Recognition of the current variation in delivery across GM colleges for AEB-funded ESOL courses, with potential for greater strategic direction at GM level.
- Travel to learn was discussed, notably for challenges posed to people with disabilities being able to access learning, along with the role of distance learning and variation in approaches currently used across GM.

Potential further questions to explore:

- Are there further local levers to support people in and out of employment?
- Is there anything further that can be done with employers?

- Opportunity to review approaches across GM, identifying good practice, with, as appropriate, greater GM principles / minimum standards to support greater consistency across places.
- Opportunities to develop greater engagement with Equality Panels in policy design and development to ensure they are culturally appropriate and designed in ways which can maximise their impact.

Whole system action:

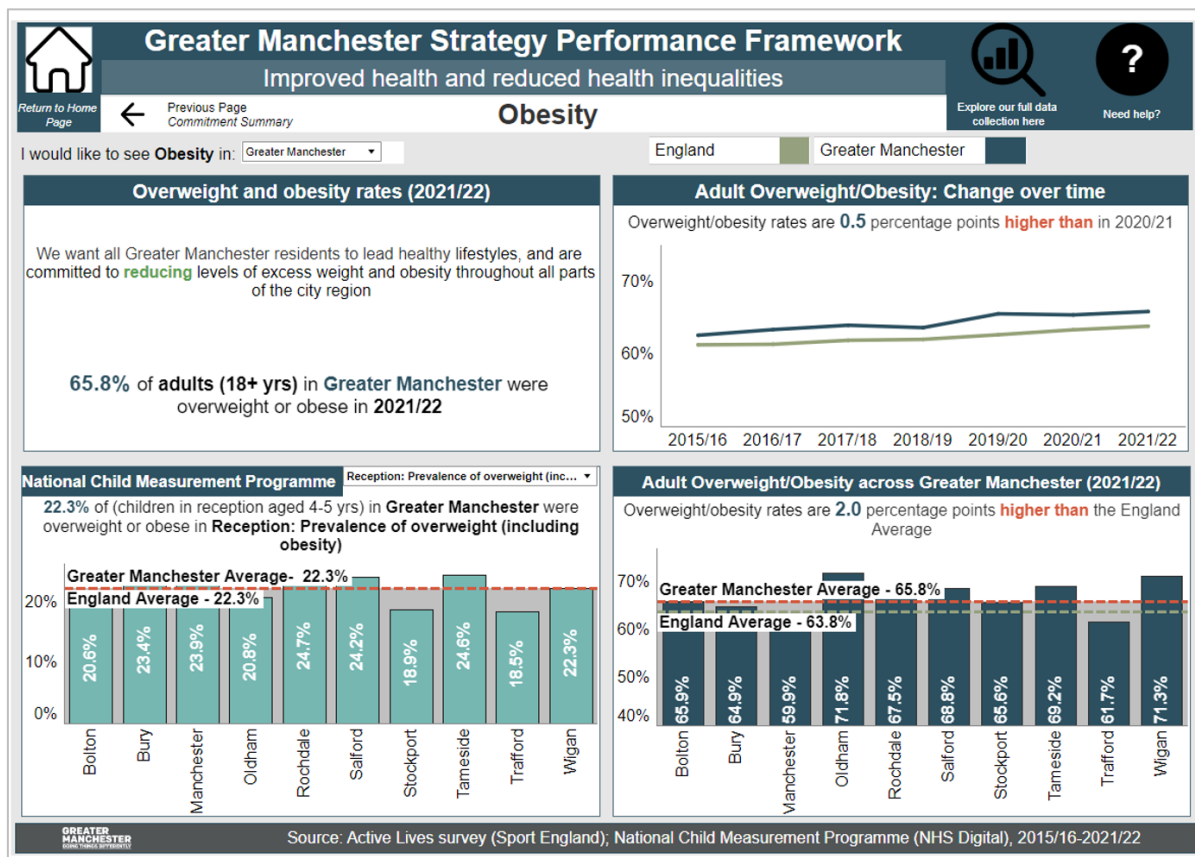
Across all delivery, there is opportunity for the review of current targeting, and consistency of approaches. Reviews undertaken should identify any gaps and consider where more specific targeting of activity could be applied. Such reviews should be undertaken for both economically active and inactive cohorts, specifically targeting access to, take up and achievement of racially minoritised and disabled people.

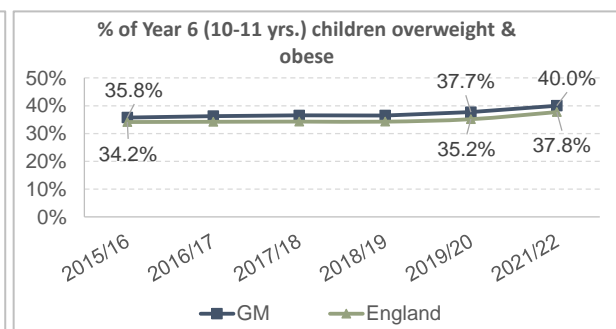
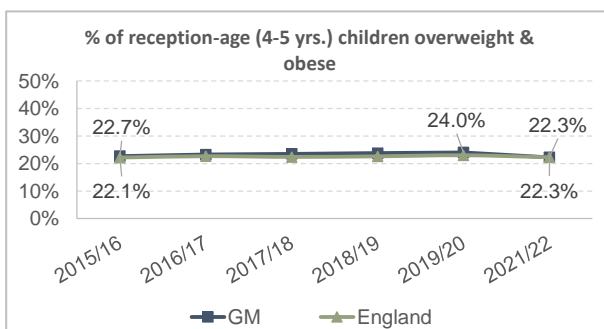
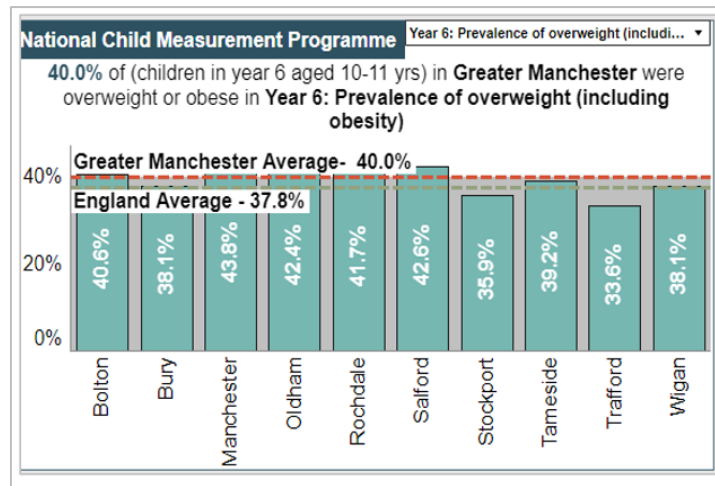
Overweight and obese children and adults

GM wants all residents to lead healthy lifestyles and is committed to reducing levels of excess weight and obesity.

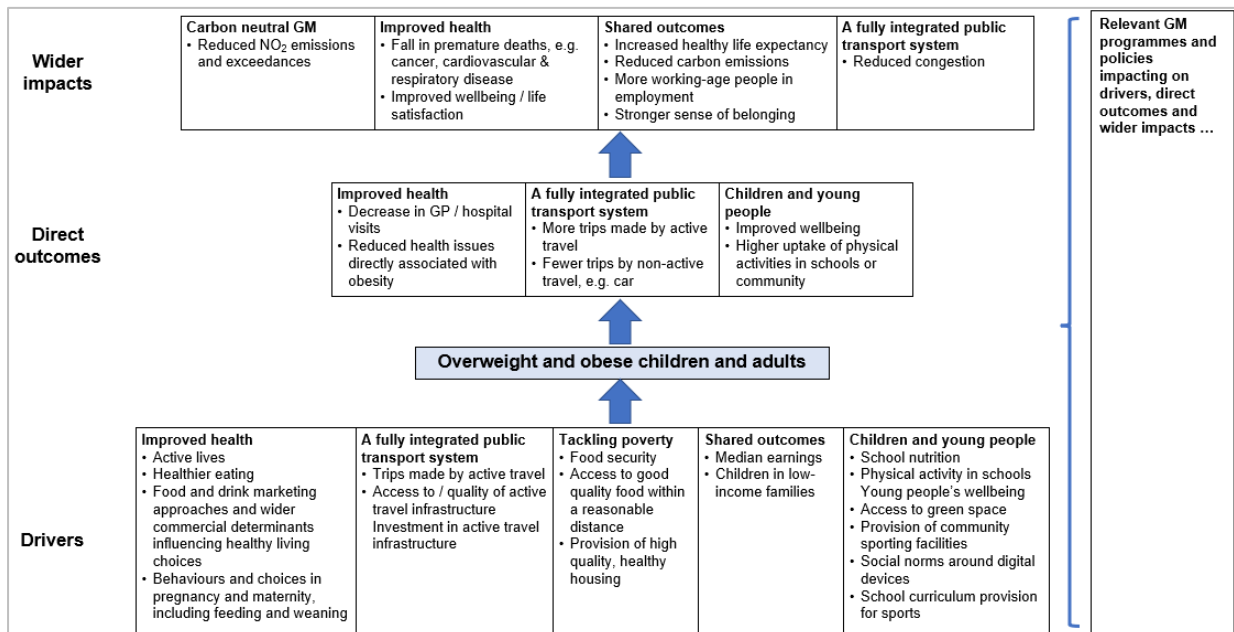
The latest data show 65.8% of GM adults are overweight and obese, a slight increase (worsening) from the previous report which showed 65.6%.

Latest dashboard is available [here](#), including timeseries and place-based data





Note: due to the impact of the pandemic, GM data for 2020/21 are not available and therefore not shown in the above charts.



A measure chosen due to its whole system nature, with actions and implications across multiple policy areas influencing improvement in the headline outcomes. Also with the recognition of this being an indicator of population need and service demand for both now and in the future.

Some key discussion points:

- Recognition of this measure being highly complex and drivers and responses being multifaceted.
- Recognition of the significant variation between districts.
- Obesity and healthy weight is not as prominent in the national policy narrative as previously, however this remains a priority for GM. GM-led activity continues, including activity on the commercial determinants of health, e.g. junk food marketing, and consideration of how to utilise to maximum effect policy levers in this area.
- Recognition of the strong correlation between obesity and poverty; costs of food and energy impacting ability of households to make healthier choices.
- Access to affordable food, reliance on local convenience stores in deprived areas.
- Current work being undertaken by ICP on population segmentation can support greater understanding.
- Also flagged people who are overweight or obese are also likely to have multiple morbidities, such as high blood pressure, heart disease, diabetes, etc.
- Discussion around family dynamics, with greater understanding of the link between children living in households with obese adults are more likely to be obese children.
- Greater understanding required on the rapid increase in weight gain from when children enter and leave primary school:
 - What are the impacts of national policy such as sugar tax?
 - How effective are school food policies?
 - How effective are school PE programmes and facilities?
- Recognition of the change in societal norms such as less physical activity.

- Local Government financial constraints resulting in closure of affordable, accessible sport and leisure facilities.
- Role of housing, provision of fridges and cooking facilities – not available in some temporary accommodation, and limited use for those experiencing financial hardship (in both private rented and some social housing).

GMS Stakeholder Panel Review

- Recognition of the need for whole system approaches to supporting healthy weight, role of community resources and family hubs to support this agenda and work cross-agency to provide the necessary information and support.
- Importance of the use of asset based language and approaches to support healthy weight, impact and effectiveness of public health and broader policy response will be greater if they are developing from an asset based approach.
- Food & Healthy Taskforce being established will draw membership from across the GM system, undertaking consultation and engagement, evidence of ‘what works’ and agree GM delivery priorities. Additionally this work will review governance, ensuring the appropriate oversight and accountabilities are in place to deliver on the strategy developed.
- Importance of GM stating ongoing commitment to this agenda, despite a reduction in prominence in the national policy context.

Potential further questions to explore:

- Is there more that can be done with free school meals data; are there greater policy levers which can be applied at GM level?
- Recognised gap in data between poverty and free school meals eligibility – can something local be put in place to support this?
- Is there scope for increased activity programmes; developments with Greater Sport? Are there opportunities for consideration of local funding choices and impacts on sport and leisure facilities accessibility and affordability?

Whole system action:

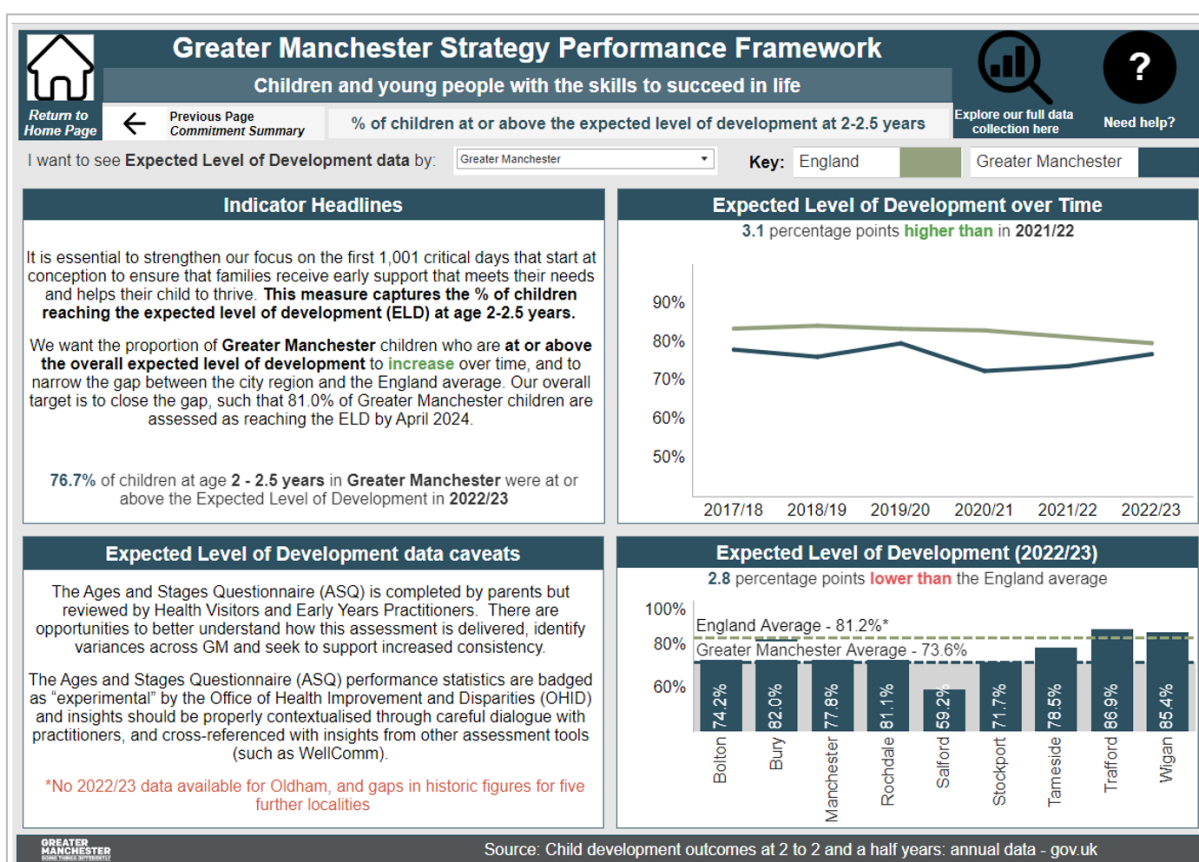
The evolving work being led by the Population Health Board around Healthy Weight provides a platform from which GM can build. Whole system engagement and ensuring appropriate governance and oversight is in place to deliver the wide ranging activities required to support this agenda will enable the maximum reach and benefit, along with the sustainability of impacts potentially achieved.

Child development in early years, aged 2-2.5

GM wants the proportion of children who are at or above the overall expected level of development to increase.

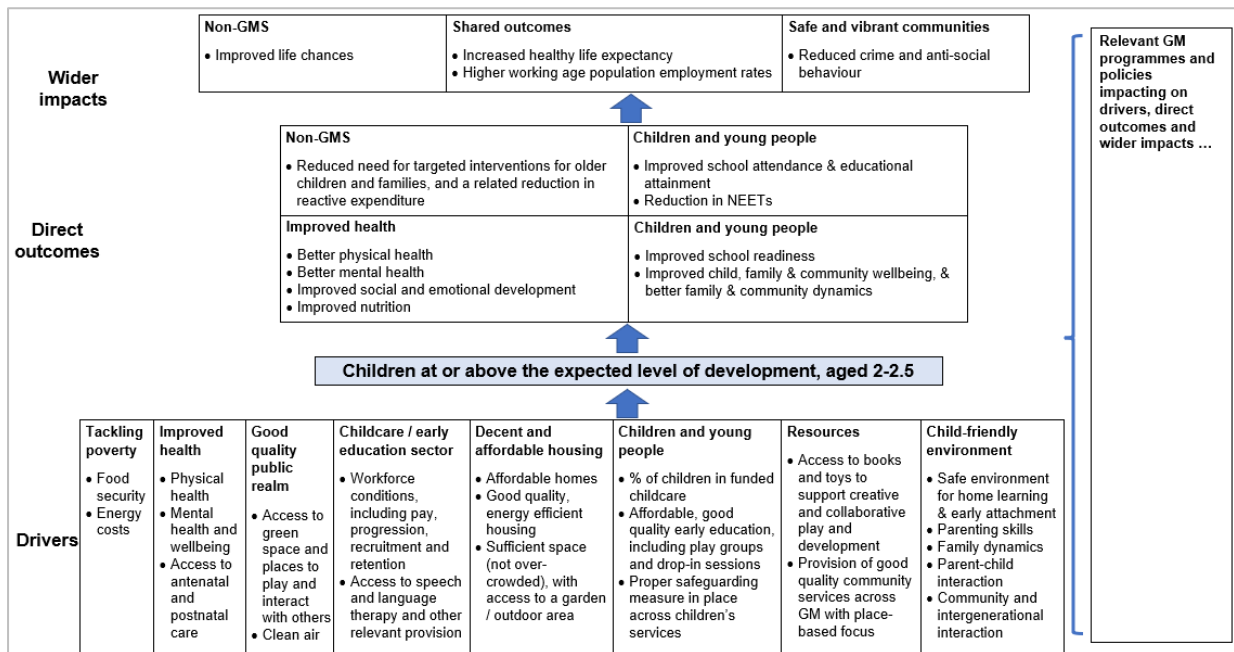
The GMS target is to close the gap with the national average, such that 81.0% of GM's children are achieving the expected level of development by April 2024. 76.7% of children are currently at the expected level of development, an increase (improvement) from 73.6% at the last report.

Latest dashboard is available [here](#), including timeseries and place-based data



It is important to treat the data reported against this indicator with some caution, and particularly the levels of variance between localities. As indicated in the dashboard, the data are drawn from the Ages and Stages Questionnaire (ASQ), and are currently considered to be 'experimental' by the Office for Health Improvement and Disparities (OHID). Within GM, there is a strong focus on improving the quality of the data, and to address gaps where locality-level data are not available or are incomplete. However, the current data do not allow comparison between areas to be undertaken with

confidence, in part due to differences in mode of data collection (some in paper form, some digitally) and differences in approach (e.g. the level of support and guidance for parents to support completion of the screening tool). Nevertheless, as indicated below, it is accepted that there is notable variance in local performance across GM, and a commitment to share thinking and approaches to improve consistency and effectiveness in all areas of the city region.



This measure has been selected with the understanding of the breadth of drivers which influence this outcome and the impacts arising from poor child development across policy areas, not just now but also implications for the future.

Some key discussion points:

- Recognition of the average data for this measure masking significant variation between parts of GM. Important to understand that variation and seek to share learning across the city-region.
- Extensive programme of research, policy, review and understanding developed in early years, therefore confident in GM approaches and interventions being the right ones to achieve the outcomes, but variance is concerning.
- A significant policy area where devolution discussions with Government have seen limited success. Significant evidence of opportunities for moving from the 2 year old development check to 18 months, based on GM pilot work.

- Recognition of the interconnections between this agenda and the outcomes around obesity, links to nutrition and wider health and wellbeing.
- Discussion around the role of community health services. Such services have never had the same profile or focus as acute services, resulting in poor quality community service data and long wait times. This results in unintended consequences, likely to mean interventions later will be more complex, more costly and less impactful than earlier intervention and prevention. The work underway through GM Community Health Services will address some of these issues. This results in unintended consequences, likely to mean interventions later will be more costly and less impactful than earlier intervention and prevention.
- Introduction of national policy around expansions to childcare, need to consider what impact this may have and how GM is able to maximise the potential of this policy change.
- Challenges posed with cross boundary working and movement of young people between LAs.
- Consideration how GM system as a whole works to keep our young people safe, considering physical and mental abuse and the extended effects of adverse childhood experiences.
- Role of public realm considered – have we got opportunities for communities to develop socially, responsibly and ensure our community spaces are safe and welcoming?
- Issues around the many agencies involved in this agenda and reliance on paper records. The GM developed and piloted early years app can further support better integration between services and more impactful service delivery.

GMS Stakeholder Panel Review

- Recognition of the significant variation in approaches and outcomes across the conurbation, alongside challenges around data collection – opportunity for greater learning / sharing of good practice, and development of more consistent

methods. Where appropriate, greater adoption of GM principles / minimum standards to support reduction in variation of outcomes.

- Opportunities for intervening earlier, based on 6, 12 and 18 month assessments, seeking earlier intervention and prevention / escalation of issues and significantly impacting on school readiness.
- Of the five areas of development explored in the ASQ data, GM performance is weakest in the communication domain. There is huge demand for speech and language therapy and extensive waiting lists. Is there further opportunity for the prioritisation of speech and language services, greater investment in skills to support an increase in speech therapists over the medium term?

Potential further questions to explore:

- Is there scope for the local prioritisation of this agenda, given to date, devolution discussions with Government have gained little ground?
 - How far can GM go with the levers we currently have available to us?
 - Can GM introduce the move to 18 months development check locally without Government support?
- Opportunity presented in the re-prioritisation of community services as part of the ICP strategy work?
- Opportunity to review the potential from national policy to expand childcare provision.
- Is there scope for the GM system to consider how good we are at keeping our children safe?
- Could there be further expansion of the use of the GM Early Years digital record which can support improvement in outcomes? Can its roll out be expedited and broadened across more agencies and places?

Whole system action:

There are opportunities to further explore the spatial variation in outcomes across the city-region. A review could be undertaken into the current deployment of interventions, with greater sharing of lessons learned and good practice and where appropriate greater use of GM principles / minimum standards to support a reduction in unwarranted variation.

Overarching findings / system learning

In addition to the detailed review of the five prioritised outcomes, general / system working points were also raised in the review. The learning from which are significant to support collective improvement, but also useful in informing the development of approaches as GM moves into implementation of the latest devolution agreement.

- There is value in undertaking whole system reviews – looking across policy areas rather than individual reviews, building connections, understanding of interdependencies and opportunity for greater systemic working / approaches to work together to achieve shared ambitions.
- The approach adopted has built a greater commitment to review prioritisation of current activity and greater focus on targeting with future activity.
- The review process has demonstrated the maturity of GM system working, able to have open and honest conversations on collective contributions and progress, and understanding where we have actual levers, while also recognising the impacts of our actions may in some cases not always result in a step-change in overall outcome performance.
- Important to create time for conversation, reflection and time to develop whole system understanding – building bridges / connections between activity and outcomes, especially where inputs and outputs are indirect. An important learning point as GM moves into devolution implementation, prioritisation and

how outcomes are determined, impact measured and the influence of activities (both direct and indirect) on achieving the agreed targets and outcomes.

- The process has enabled the identification of barriers which may to date have prevented further achievement being attained. While some of this is related to national policy levers, lack of local influence, or limited progress on some areas of devolution, this process has led to the identification of some potential actions / prioritisation decisions which GM could chose to take.
- There were also wider reflections about culture and practice across the breadth of the GM system, recognising that variation across the system is inevitable, however recognising the need to work together, aligned to the ways of working, which can support greater whole system collaboration and improve outcomes.
- A commitment to 'find out more', where are the further opportunities; where is more information required; do we fully understand the current picture?
- Also reflections on where to intervene – look at the numbers, where are the potential greatest gains, how do we ensure that our investments and actions have the greatest possible reach?
- The cross-policy area review has identified the value of truly shared outcomes and commitments, providing insight which can inform the refresh of the GMS.
- The greater focus on performance metrics to bring together cross-system conversations, understanding and appreciation of the issues has been beneficial. The focus around specific measures also provides a greater opportunity for review across agencies and partnerships as to existing actions which contribute and where there is opportunity for development in support of improving the prioritised outcomes.

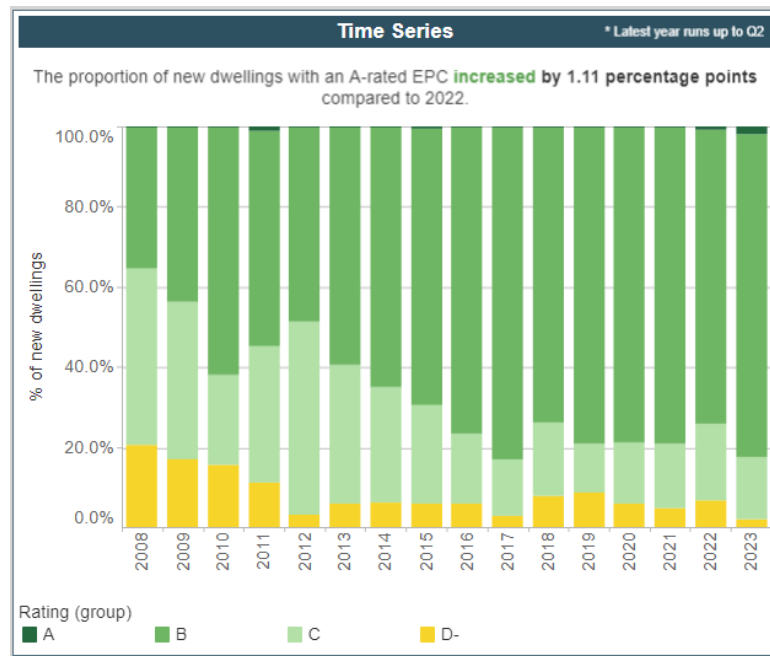
5. Overall performance against the three pillars of the GMS:

The updated performance dashboards for all GMS outcomes and commitment measures can be viewed [here](#). The dashboards provide timeseries, place based and cohort data where available. The below summaries should be read in conjunction with reviewing the full performance dashboards for a broader view of overall progress.

Greener

Proportion of new build homes with an energy performance certificate (EPC) rating in the reporting year of A

**GM wants to increase the proportion of newly build homes with the highest energy performance rating (A).
2.0% of homes built in 2023 achieved an A rating, an increase from 0.9% in the previous report.**



There is still only a small number of new GM homes that are fully energy efficient, but there has been gradual improvement over time. The proportion with poor energy efficiency has reduced considerably.

As shown by the darkest sections at the top of the chart, [the proportion of new homes built so far in 2023 that had the highest EPC rating \(A\)](#) remained small (2.0%, or 84 homes), albeit this was the third year in a row that the rate had effectively doubled compared to the previous year (0.2% in 2020; 0.4% in 2021; 0.9% in 2022).

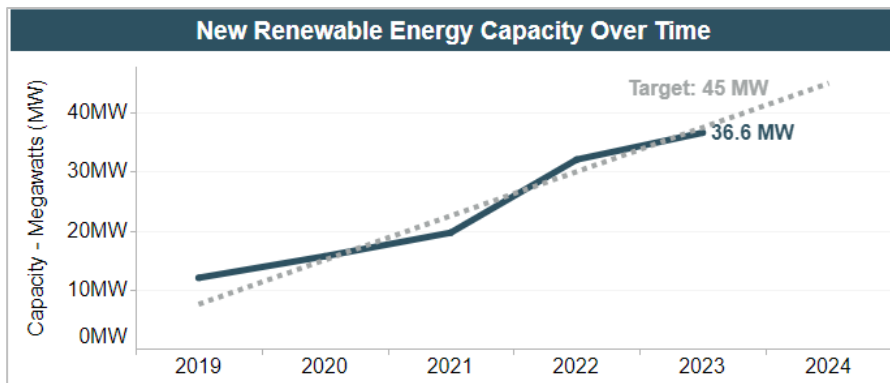
Although there are caveats to the data (e.g. low carbon homes with electrified heating can have a worse rating than gas-heated homes, as the rating is primarily based on energy costs), it is notable that **so few new homes are fully energy efficient**. At the opposite end of the EPC ratings, **there was a considerable reduction in the proportion of new homes in GM with poor energy efficiency** (shown in yellow) – in 2023 to date, 2.2% (95) received an EPC

Source: Live Tables on Energy Performance Certificates (DLUHC)

rating of D or below, compared to 6.9% (679) in 2022. Note: the 2023 data only covers the first two quarters of the calendar year.

Greater Manchester additional renewable generation capacity (MW)

Installation of new renewable electricity capacity is gaining pace, with the expectation that the 2024 target will be met



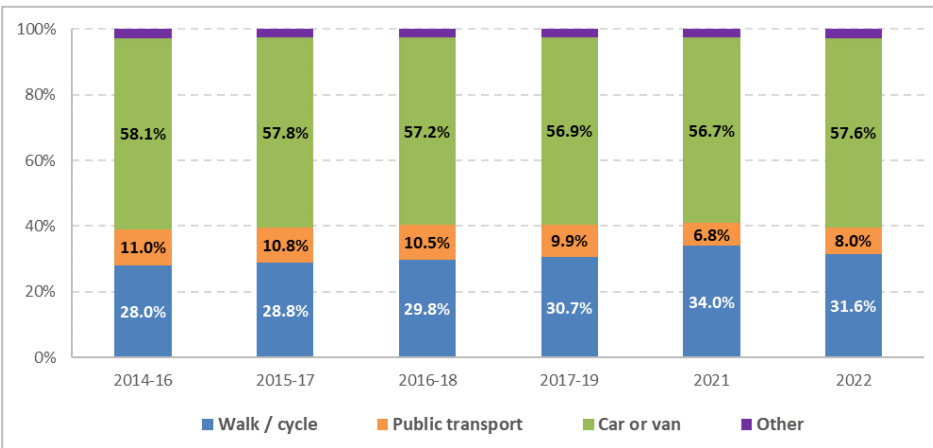
4.5MW of [new renewable electricity capacity](#) was installed in GM in the first three months of 2023. GM has committed to adding 45 MW of new capacity between 2019 and 2024.

Current performance (36.6MW installed between 2019 and March 2023) **looks on track to exceed the year-end target, and the expectation is that the 2024 final target position will also be met.**

Source: Renewable Energy Planning Database (BEIS); Microgeneration Certification Scheme (MCS) database; ENWL Embedded Capacity Register

Proportion of trips made via public transport and active travel

Public transport and active travel trips have increased gradually over time, but most trips are still made by car or van



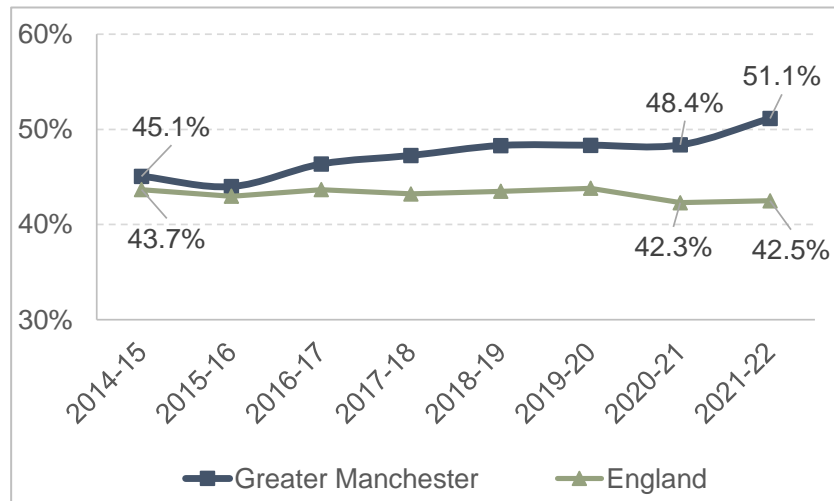
In 2022, 39.6% of [GM trips were made either by public transport or active travel](#) (cycling or walking), **down slightly compared to 2021** (40.9%). The majority of these (29.5%) involved walking, with public transport (8.0%) and cycling (2.1%) accounting for much smaller proportions.

More than half (57.6%) of trips were made by car or van. There was considerable spatial variation across GM, with public transport or active travel accounting for 52.2% of trips in the highest-performing locality, and 27.5% in the lowest, a gap of nearly 25 percentage points.

Source: Greater Manchester Travel Diary Survey data (Transport for Greater Manchester). Note that data for 2020 are not available due to the COVID pandemic.

Household waste recycling rate

Household waste recycling rates in GM continue to out-perform the England average, but there is considerable variance across the localities



Source: DEFRA WasteDataFlow

51.1% of [household waste was recycled](#) in GM in 2021/22, nearly **nine percentage points above the national average** (42.5%).

GM performance had **improved compared to the previous year**, up by 2.8 points, and further widening the gap with England.

However, there was **considerable variance by locality**, with a gap of more than 20 percentage points between the best- (60.3%) and worst-performing (39.7%) localities.

Fairer

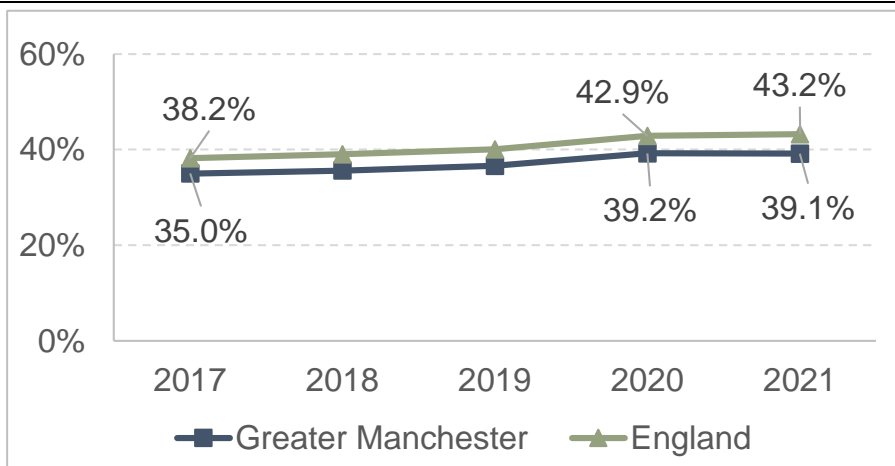
Higher-level (Level 4+) qualifications

GM wants residents to be well-qualified, enabling access to higher value employment and boosting productivity.

Currently 39.1% of adults hold Level 4+ qualifications, no significant change from 39.2% in the last report.

The proportion of the working-age population with higher-level (Level 4+) qualifications remains below the national average, with wide disparity in performance both spatially and demographically.

Page 66



Source: Annual Population Survey, Office for National Statistics

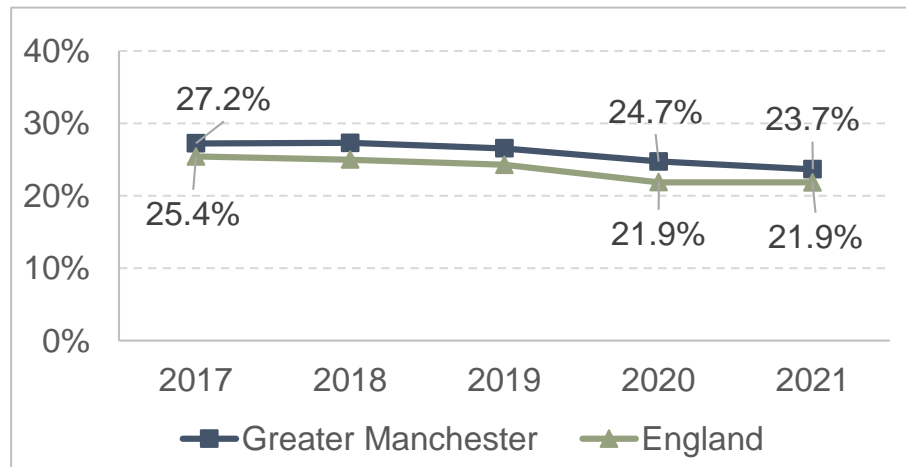
The [proportion of the GM working-age population with higher-level qualifications \(Level 4 and above\)](#) **remained static** between 2020 (39.2%) and 2021 (39.1%), and was **considerably below** the England average (43.2% in 2021).

There was variance both spatially and demographically across GM in 2021: the gap between localities with the highest (54.9%) and lowest proportions with Level 4+ qualifications (26.6%) was more than 28 percentage points, and females (40.7%) out-performed males (37.6%) by some 3 points. Older people (33.7% for 50–64 year-olds) were less likely to have higher-level qualifications compared to their younger peers (51.4% for 25–29 year-olds).

Lower-level (sub-Level 2) qualifications

At the other end of the qualifications spectrum, the improving trend in the proportion of GM working-age residents with lower-level (below Level 2) qualifications continued, narrowing the gap with England.

However, as with higher-level qualifications, there was considerable variance across the GM localities and between demographic groups.



Source: Annual Population Survey, Office for National Statistics

There was improvement in the [proportion of the GM working-age population with lower-level \(below-Level 2\) qualifications](#), with a **reduction from 24.7% in 2020 to 23.7% in 2021**.

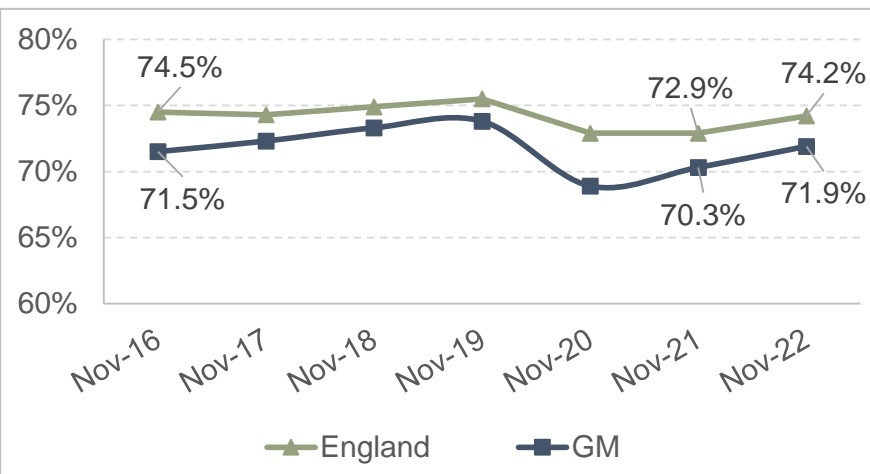
Although **GM continued to under-perform the England average**, the **gap narrowed from 2.8 percentage points in 2020 to 1.8 points in 2021**.

As with higher-level qualifications, there was **similar spatial and demographic variance**, with a gap between localities with the highest (16.2%) and lowest (29.5%) proportion of qualifications below Level 2 of some 13 percentage points, and with females (20.7%) out-performing males (26.7%) by 6 points. Again, older people were more likely to be less well qualified, with 30.7% of 50–64 year-olds having below Level 2 qualifications in 2021, more than double the proportion of 25–29 year-olds (14.2%).

Active lives

The latest data show an increase in participation in physical activity, with GM under-performance relative to England narrowing slightly.

There was considerable variance by social class, with residents from 'higher' social groups more likely to be active than those from 'lower' social groups.



Source: Active Lives Survey

The [proportion of GM adults who reported that they were 'active' or 'fairly active'](#) increased between November 2021 and November 2022 from 70.3% to 71.9%.

GM continued to underperform England, although **the gap with the national average narrowed slightly** (from 2.6 percentage points to 2.3).

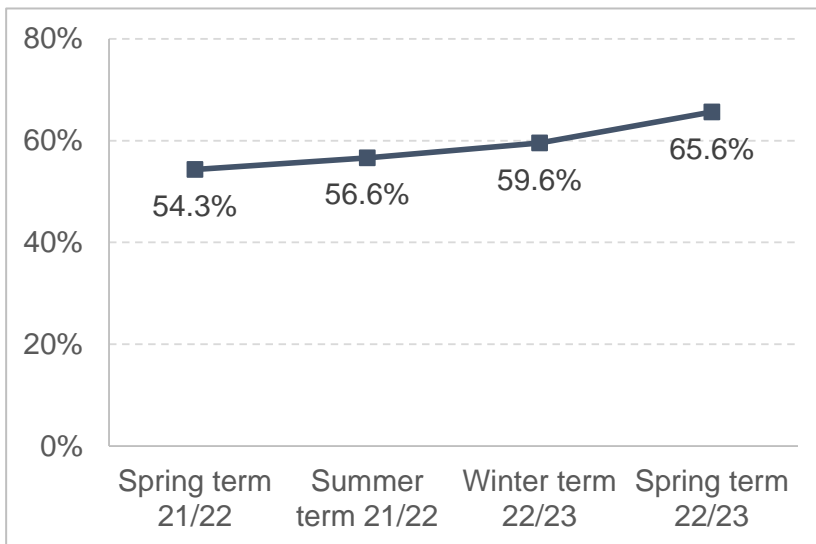
The demographic data show that people from 'higher' social groups (NS-SEC 1-2, 81.9%) are **more likely to be active or fairly active** than those from 'lower' groups (NS-SEC 6-8, 59.4%). As might be expected, older people (aged 75+) are less active than younger age groups, as are disabled people compared to people without a disability. Note however that sample sizes are relatively small, so the demographic data should be treated with caution.

More Prosperous

Quality of careers education in GM schools and colleges

GM wants to increase the proportion of institutions implementing the highest quality careers education.

More GM schools and colleges are offering high quality careers education, although there is considerable variance across the ten localities.



Source: local data

There has been a **steady increase** in the [quality of careers education in GM schools and colleges](#) over the period between spring 2022 and spring 2023, with the proportion implementing the highest or high quality careers education increasing from just over half (54.3%) to nearly two-thirds (65.6%).

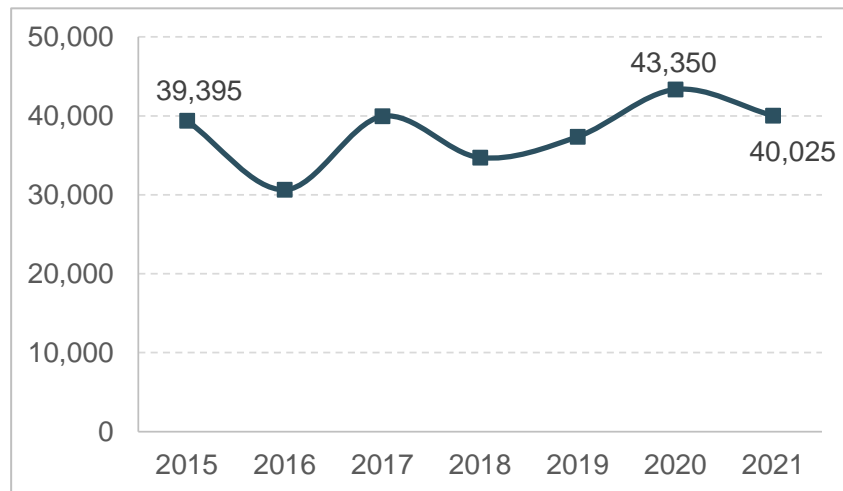
However, there was **considerable variance across the ten localities**, ranging from 85.0% of schools and colleges in the highest performing locality implementing the highest or high quality careers education to 36.8% in the worst performing locality.

Improvement work is underway to address variance, with evidence being used by Strategic Partnership and Quality Leads to inform action plan discussions and implementation with Partnership Quality Leads.

Number of people employed in digital industries

Employment in the digital industries reduced between 2020 and 2021.

Digital jobs were concentrated in Manchester.



Source: Business Register and Employment Survey (ONS)

There were around 40,000 [employees in GM's digital industries](#) in Quarter 1 of 2021, **down by more than 3,000** compared to the same period in 2020. However, it is important to note that sector definitions are not clear cut, so the data may not represent an accurate picture; wider evidence from other sources suggests that the sector may be considerably larger than is represented in the Business Register and Employment Survey (BRES) data that are reported here.

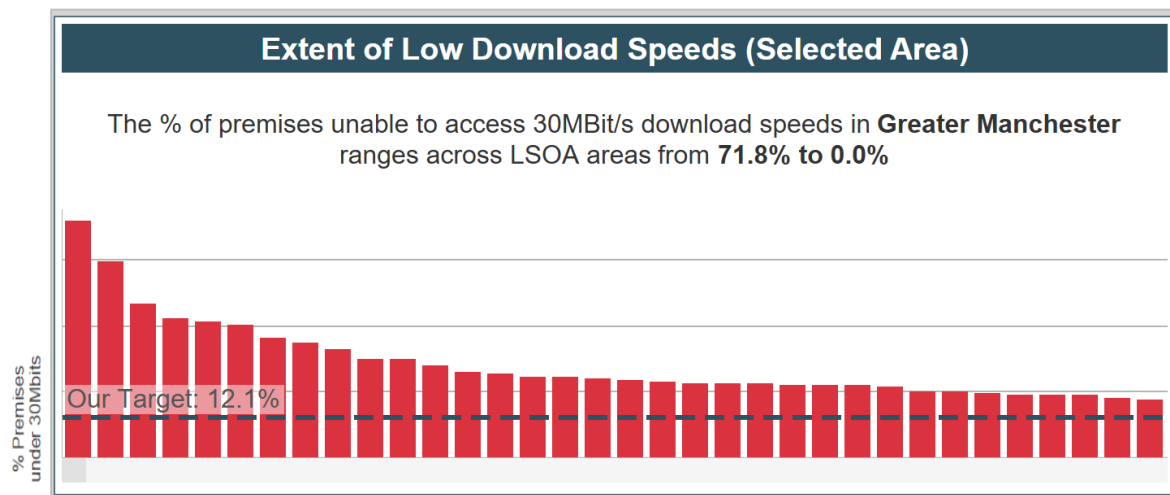
As might be expected, some 40% of these employees had jobs in Manchester, with a further 15%, 14% and 12% in Trafford, Salford and Stockport respectively. The remaining GM localities had fewer than 2,000 employees in the digital industries each (each accounting for less than 5% of GM total employment).

6. Progress on the GMS floor targets

6.1 Three floor targets are being piloted, under which GM has committed to a collective response that transcends locality boundaries in favour of shared responsibility to uplift under-performing areas so that they exceed the floor target baseline over time.

6.2 As time moves on, a substantive body of evidence has been generated on how the floor target data are being used to highlight local spatial variance and inequality that is obscured when locality averages are reported, and how the GM system is targeting its response. The three pilots have adopted different approaches, and therefore they are informing policy and delivery in different ways. Whilst it would be simplistic to claim that adoption of the floor targets has been the core driver of improvements seen across the three areas, the approach has clearly helped to embed a more granular focus on areas within GM where outcomes are disproportionately poor, and has built the evidence base for sub-locality spatial targeting.

Floor Target 1: No LSOAs in Greater Manchester to have more than 12.1% of premises unable to access 30Mbit/s download speeds.



6.3 As of January 2023, 72 LSOAs (4.2% of all LSOAs in GM) did not meet this target. More than half of these areas were in Manchester (28 LSOAs) and Salford (13 LSOAs). However, while Oldham had the lowest number of LSOAs missing the target at just 2, joint with Wigan, these areas missed the target by a considerable amount. Oldham had the LSOA in GM with the highest proportion of premises unable to access 30Mbit/s – 71.8% of premises – based in the rural hinterland.

6.4 Broadly, the LSOAs not meeting the target fall into two categories – those in more rural areas, and those in and around town / city centres. Those LSOAs not meeting the target in and around town / city centres are more numerous, but there is a greater gap between performance and target performance in more rural areas.

6.5 In 2022, Ofcom began reporting coverage figures based on 2021 Census boundaries, switching from the previous 2011 Census boundaries. This meant that the number of LSOAs in GM increased from 1,673 to 1,702. As a result, comparing the *number* of LSOAs meeting the target over time is not comparable. However, a broader comparison of the *proportion* of LSOAs can be used.

6.6 **The proportion of LSOAs not meeting the target has fallen from 5.4% in January 2021 to 4.2% in January 2023.** Almost every reporting period (every 4 months) has seen a fall in the proportion of LSOAs not meeting the target. The switchover in boundaries used between May and September 2022 did not show a significant change to the proportion of LSOAs not meeting the target, falling from 4.4% to 4.3%.

- **Progress made toward the floor target can in part be attributed directly to the Local Full Fibre Network, which unlocked £21.3m of DCMS funding,** matched with local authority contributions, to invest in gigabit infrastructure that connected 1,600 public sector sites to 34 fibre nodes. This fibre backbone enabled infrastructure to reach areas which would not have been connected without subsidy, taking gigabit coverage in the city region from 4.8% to nearly 85%. The programme started in 2020, with the majority of sites connected by June 2022, which explains the slowing of the downward trajectory.
- **The floor target has informed development of the Social Housing Pilot,** which tests ways of working with the market and social housing providers to bring connectivity to areas not seen as commercially viable, and to test ways of enabling and accelerating market investment in these areas. Results from the pilot will continue to inform GM infrastructure policy and market engagement, removing barriers to investment for example through standardised wayleaves agreements.
- **The floor target has also informed our approach to engaging with and lobbying government.** The Trailblazer Devolution Deal framed a more collaborative partnership with government to better target public investment in the city region and inform future government policy.

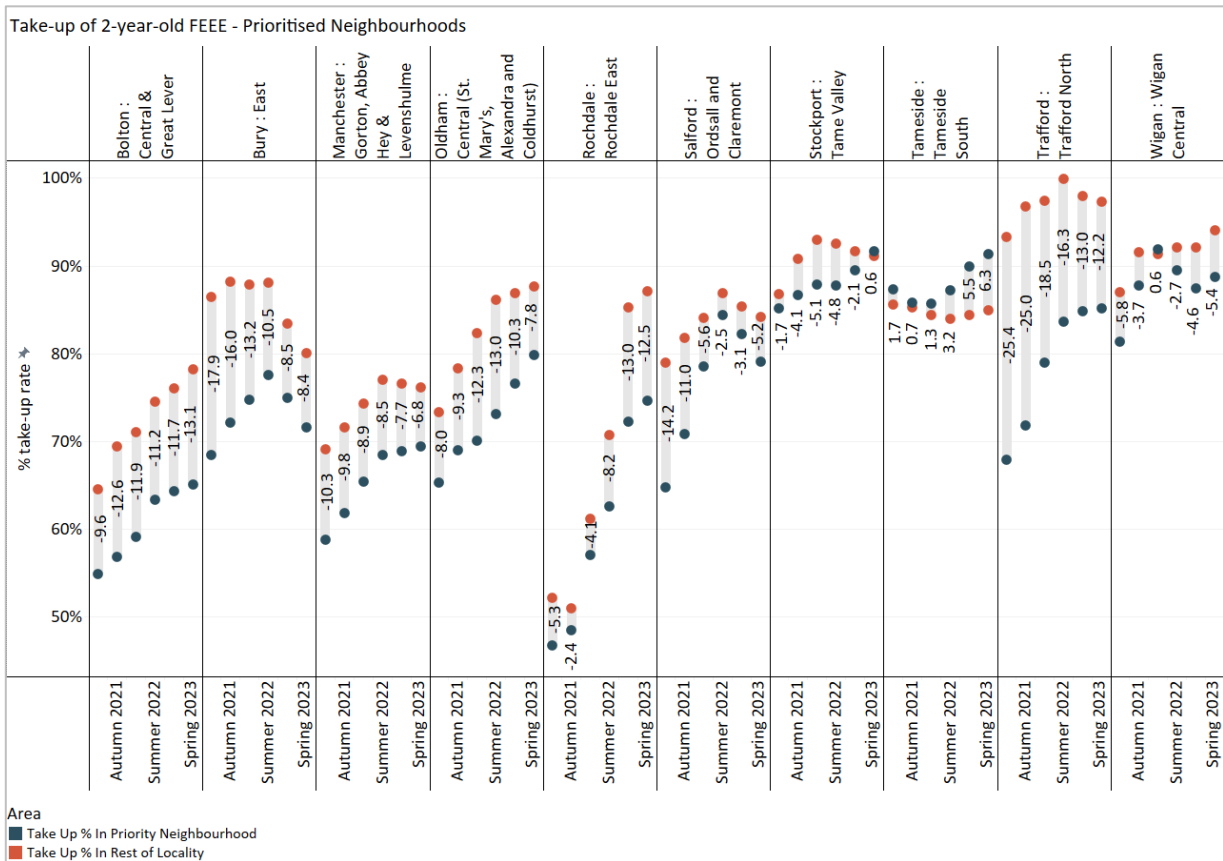
- **Ongoing engagement with Building Digital UK (BDUK) is enhancing our understanding of the policy solutions** to address urban Not Spots, and the future policies required to enhance connectivity in areas of market failure that fall out of scope for future public procurement.

6.7 Moving into 2024, one of the focus areas will be working with alternative network providers and local planning authorities to direct and maximise the impact of this investment in areas falling below the floor target.

6.8 As we move beyond large scale capital investment and look to address areas with multiple barriers to connectivity, the rate of improvement will ultimately slow and potentially plateau. **Alternative technical solutions will need to be considered including using wireless technologies to provide connectivity. It will therefore be increasingly important to understand the floor target in the context of wireless coverage.**

Floor Target 2: By April 2024, take-up of funded childcare in prioritised neighbourhoods to improve by at least 10 percentage points, closing the gap with the rest of the locality.

- 6.9 There has been ongoing improvement since the last report, with **average take up across GM in January 2023 at 77.2%, continuing a historic trend of GM performing above the national average (73.9%), and demonstrating a 2.8 percentage point increase on 2022 performance.**
- 6.10 **Locally-sourced data covering figures up to and including spring term 2023 show we are seeing sustained positive progress against our GMS floor target.**
- 6.11 The gap between the targeted neighbourhood and the rest of the locality has narrowed in 6 localities compared to the last reporting period (up to and including autumn / winter term 2022/23) and in 7 localities compared to the summer 2021 baseline.
- 6.12 Eight of the ten priority neighbourhoods have increased take up from the previous measurement point and all ten localities have increased take up rates in their prioritised neighbourhood compared to the baseline (see chart below).
- 6.13 However, **increases in take up across the prioritised neighbourhoods range from 3.1 to 27.8 percentage points, highlighting the need to identify the most effective strategies and activities impacting on performance.**
- 6.14 Overall, **the increase in take up rates across prioritised neighbourhoods translates to approximately 313 more children taking up the offer compared to the summer 2021 baseline, and approximately 1,384 more children across all GM neighbourhoods** (assuming the same number of children in summer 2021 and spring 2023).



6.15 The termly bespoke GM reporting cycle provides a more frequent, granular level of reporting that is underpinning a continuous review and learn cycle within the School Readiness programme, supported by locality Early Education leads. Termly reviews of the data, with the sharing of locality case studies, identify the GM and locality activities contributing to improved performance and support with transferable learning between localities. Over the last reporting period, examples of what works has included:

- **Stronger multi-agency collaboration around a single strategic aim**, allowing for a more joined-up approach to identify, engage and follow up with eligible families at the earliest opportunity. This includes working with wider partners, for example Registered Housing Providers (Rochdale), Job Centre Plus (Bury) and library services (Bolton) to maximise reach.
- **Targeted engagement with wider family members**, to address entrenched community and cultural perceptions of early education and raise awareness of the benefits for early childhood development – particularly with grandparents.
- **Additional support to address application barriers**, including digital exclusion and English as an additional language. Revised processes have been put in place to help parents to apply over the phone or at advertised drop-in sessions with support (Bury).

- **Proactive outreach in priority communities**, maximising reach of Health Visiting, VCSE partners and Family Information Services to promote the offer in community venues, at outdoor park sessions and through wider services in Family Hubs.
- **Improved communication between frontline professionals** is helping to ensure direct follow up can take place with eligible families through existing trusted relationships. Specifically, social workers have been targeted to ensure all looked after children are taking up places, with a regular review of cases between Social Care and Early Years teams (Bury).
- **Local flexibility over eligibility criteria**, to allow for early identification of vulnerable children through early help assessments (Oldham). This is supporting early engagement with eligible families and enabling children to access a place during the term after they turn 18 months, rather than the term after they turn 2 years. Families are made aware of the offer much earlier and children not meeting early developmental milestones are supported in provision as soon as the need is identified.

6.16 It is important to contextualise this work within the wider challenges in relation to early education and childcare provision and the impact this is having on local take up.

- **Market sufficiency** continues to be a challenge due to acute workforce recruitment and retention issues and low government funding levels; both are impacting on operational capacity and the financial viability of settings. Sufficiency is a specific challenge in several priority neighbourhoods, with higher levels of deprivation, as these areas are also the least commercially attractive to providers.
- **Consumable fees charged to parents by providers** to offset the low levels of government funding, even when children are in receipt of the funded entitlement, have also been identified as a barrier.

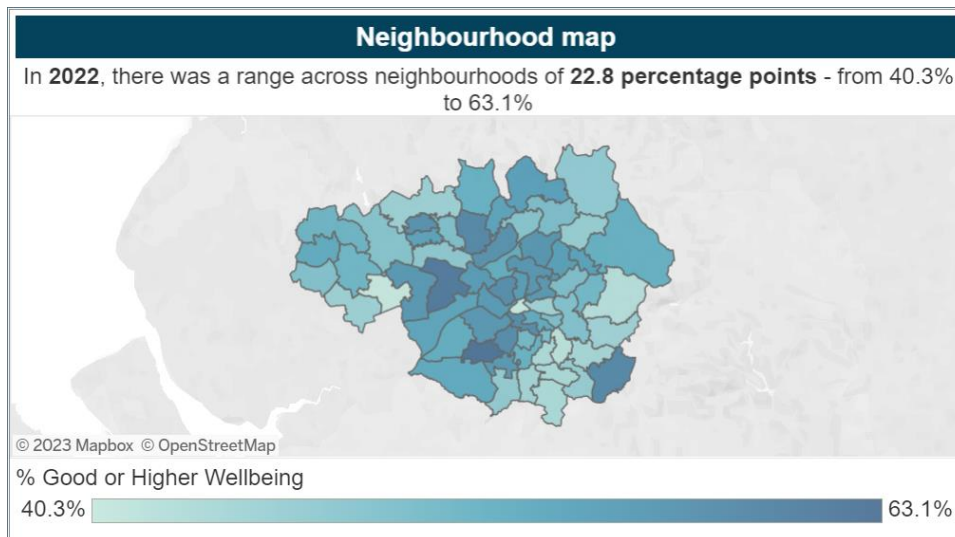
6.17 **Collective ownership of the funded childcare and early education target is supporting a GM focus on both of the above issues, identifying opportunities to support localities with addressing these challenges through GM work and ensuring a strong collective voice in discussions with national government around this issue. This will be especially critical over the next 12 months, with demand for early education provision increasing due to an expansion of the funded entitlements for children of working parents from April 2024.**

Floor target 3: Increase the percentage of young people reporting good or higher wellbeing (with a particular focus on prioritised neighbourhoods) from the 2021 baseline of 51.5%, and reduce the range or ‘spread’ of wellbeing scores across the 61 GM neighbourhoods

6.18 The school-level engagement driven by the #BeeWell programme works on an academic year cycle, and as such there is no substantive update to our current evidence base on self-reported wellbeing of Year 10 pupils across GM since the spring GMS progress report. A technical piece of work was, however, completed in June 2023 to update the geographical presentation of #BeeWell insights, accommodating several changes to neighbourhood boundaries that have been introduced in several GM localities in the last twelve months (in the main this is due to underlying changes in electoral ward boundaries). As such, the latest position against the GM floor target can be expressed with some minor amendments, as follows:

- Across GM as a whole, which now comprises 61 neighbourhoods, 51.5% of Year 10 pupils who completed the #BeeWell survey in autumn 2021 reported a good or higher level of wellbeing.
 - **When the survey was repeated with Year 10 pupils in autumn 2022, results were essentially unchanged: 51.6% reported a good or higher level of wellbeing.**
- A place-based appraisal of the 2021 figures shows that the level of wellbeing ranged from 38.7% (lowest neighbourhood) to 60.9% (highest neighbourhood), which constituted a ‘spread’ of 22.2 percentage points.
 - **The 2022 figures show that wellbeing ranged from 40.3% (lowest neighbourhood) to 63.1% (highest neighbourhood). This represents a ‘spread’ of 22.8 percentage points: again, not substantially changed from the year prior.**

Proportion of Y10 pupils reporting good or higher wellbeing, Autumn 2022



- 6.19 Ideally, in the third year of the #BeeWell programme (initial funding for three years, ambition to continue to 2026), a more substantive increase amongst areas previously characterised by lower levels of pupil wellbeing will be attained, whilst seeing stability (or potentially an increase) in wellbeing in those areas where higher levels of wellbeing have been identified. **At the current point in time, this trajectory is not evidenced.**
- 6.20 However, given the post-pandemic context of #BeeWell, rising costs of living, and a range of associated pressures and challenges in the lives of young people in the city region, the fundamental trends in the GM data (of stability, and no obvious widening of geographic inequalities) should be taken as broadly positive.
- 6.21 As reported in the spring GMS progress report, intelligence from the #BeeWell survey continues to permeate into locality-, place- and school-level responses across the city region.
- **The #BeeWell Champions Social Prescribing Pilot, an early exemplar of this, is now operational at a place-based level in five of the GM neighbourhoods highlighted as having levels of wellbeing that are, and remain, below the GM average.**
 - **110 young people have been trained as young health champions, with investments now being directed towards supporting a diverse range of localised activity (e.g. gardening; self-defence / martial arts; fishing). Whilst the initial impact of this kind of activity will be small scale, there will be much learning**

from the evaluation of this pilot (due January 2024) and significant potential for upscaling.

- **Taking a broader view of activity at all spatial levels, #BeeWell data has already informed responses valued in the region of £1m; so the scale of potential future impact is significant already,** with particular opportunities to more fully embed the evidence into NHS decision-making forums (e.g. insights in relation to physical activity and nutrition, understood at place and neighbourhood level).
- **It is also important to note that many of #BeeWell’s insights continue to prompt a vital focus on demographic (as well as place-based) inequalities, particularly for gender and sexual orientation. This is not measured directly in the GMS floor target, but focused investment and interventions have been put in place to understand and improve the experiences of LGBTQ+ young people.**

6.22 Engagement on the part of schools in the #BeeWell survey remains strong, with indications that over 170 schools may participate in the third iteration of the survey between October and December 2023. The scale of responses this will yield will again be unrivalled nationally, and as such the scope for place-based responses remains strong.

6.23 The value of a neighbourhood focus is starting to emerge, but the next 6-12 months represent a major opportunity to further test approaches and share learning, and to gain a clearer measure of how geographical inequalities can best be identified and addressed through a ‘floor target’ type approach.

6.24 At the same time, the [spread and scaling of #BeeWell](#) to reach the ambition of having a regular and robust, national, measurement of wellbeing (with the first step being a second programme in Hampshire, Portsmouth, Southampton and the Isle of White, now starting to roll out the survey) will ensure that GM’s focus on young people and wellbeing is at the forefront of city regional and national policy discussion on the importance of youth voice.

7. Next Steps

7.1 The reviews of overall progress for the outcomes subject to the cross-policy review identified areas for development and possible actions. These will be further explored with specific opportunities for development of whole system approaches and actions to further collective progress. The highlighted whole system actions will be developed over the coming six months to inform the next progress report.

7.2 Additionally, delivery will continue against the floor targets, with a focus on the development of system learning and approaches which can further inform collective delivery.

7.3 The progress of GMS delivery across all areas, and the development of system learning and working, will continue to inform ongoing discussions around the approaches to be developed for the implementation of GM's latest devolution powers, along with informing and further honing the requirements of the refresh of the GMS planned for 2024.

GMCA Overview & Scrutiny Committee

Date: 25 October 2023

Subject: Overview & Scrutiny Committee Work Programme
and Forward Plan of Key Decisions

Report of: Nicola Ward, Statutory Scrutiny Officer, GMCA

PURPOSE OF REPORT:

To provide an opportunity for the Committee to review their draft Work Programme for November 2023 - January 2024 (Appendix A) and provide the Committee with the latest Forward Plan of Key Decisions (Appendix B) to ensure that they are informed of the forthcoming decisions to be taken by the GMCA, GM Mayor or any delegated officer or committee.

RECOMMENDATIONS:

The Committee is asked to –

1. Consider the proposed Overview & Scrutiny Work Programme for November 2023 – January 2024.
2. Use the Forward Plan of Key Decisions to identify any potential areas for further scrutiny.

CONTACT OFFICER:

Nicola Ward, Statutory Scrutiny Officer, GMCA

nicola.ward@greatermanchester-ca.gov.uk

GMCA Overview and Scrutiny draft Work Programme November 2023 – January 2024

Mid November – Information briefing tbc

22 November

Item	Lead member / officer	Trajectory of item	Ask of scrutiny
Growth Locations and Investment Zones	Bev Craig / Andrew McIntosh / John Wrathmell	As requested by members	To update the Committee on the current GM position regarding growth locations and investment zones.
Bee Network Vision	The Mayor / Vernon Everitt	GMCA November	

6 December – **Information briefing on the Greener – Mark Atherton**

13 December

Item	Lead member / officer	Trajectory of item	Ask of scrutiny
Proposed approach to the Waste Contract	Tom Ross / Paul Morgan / David Taylor	GMCA 15 December 2023	To consider the proposed approach to the future of the waste contract.
Investment Loan Fund	Laura Blakey / David Molyneux	As requested by members	

10 January – **Information briefing on GM budgets – Steve Wilson**

24 January

Item	Lead member / officer	Trajectory of item	Ask of scrutiny
Mayoral budget proposals	GM Mayor / Steve Wilson	GMCA January	To consider the proposals set out within the Mayoral budget and precept.
Vision Zero	GM Mayor / Vernon Everitt		To consider TfGM's vision zero for deaths or serious injuries on the road network.

Page 84

Items to schedule as previously requested by elected members -

- Homelessness
- Local Industrial Strategy
- Holding partnerships / arm's length organisations to account
- Overview of Deputy Mayors and Mayoral Advisor roles and responsibilities
- Local Area Energy Plan Outline Business Case
- Housing standards and good landlord charter (Nov)
- Violence Reduction Strategy (Oct)
- Bus franchising (June 23 and March 24)

- Ensuring young people are prepared to succeed through their education / training experience
- Access to early years education
- Social and affordable housing (task and finish)
- Economic growth in outlying towns (Nov)
- Damp & Mould Strategy (Nov)
- Tackling health inequalities (joint session with GMJHS Committee – 8 November 2023)
- Child poverty
- Creating better jobs and widening the impact of the good employment charter / reach and purpose of charter
- Inclusive growth, community wealth and health
- Devolution trailblazer (Sept)
- Places for everyone
- Progressive procurement
- Adult education
- Asylum allocations
- What is happening across GM to tackle food poverty?
- Development of our green economy – ensuring that every job is a green job
- Investment Programmes
- Carbon Sequestration

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What is a Forward Plan of Key Decisions?

The Register is a published list of the key decisions which are due to be taken by the:

- Greater Manchester Combined Authority (GMCA)
- Greater Manchester Elected Mayor
- Joint GMCA & AGMA Executive Board
- Transport for Greater Manchester Committee
- GMCA Resources Committee
- GMCA's Waste & Recycling Committee
- Statutory Officers of the GMCA

These decisions must be published on the Register at least **28 clear days before the decision is to be taken**, whether in public or private. The Register is updated at least once a

What is a Key Decision?

A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:

- (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or
- (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester.

How to find out more on these proposed decisions

The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA's website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.

For general information about the decision- making process please contact:

Julie Connor - Secretary to the GMCA
julie.connor@greatermanchester-ca.gov.uk

<p>month.</p> <p>This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order').</p> <p>The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority & Greater Manchester Mayor Tootal Buildings Oxford Street Manchester M1 6EU</p>	<p>The GMCA's has an Overview & Scrutiny Committee whose role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	
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Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Green City Region							
Investment in Recycling processing infrastructure	To approve the investment in a materials recovery facility that enables GMCA to accept and process a wider range of recyclable materials in line with the	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	framework for consistency of collections.						
Future service provision for waste management in Greater Manchester	To approve the delivery model for GMCA waste management services from April 2026	Greater Manchester Combined Authority	Between 1 Oct 2023 and 30 Nov 2023	Report with recommendations	Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk
GMCA ECO4 and GBIS Flex Sol V5.0	Approve the GMCA Energy Company Obligation 4 and Great British Insulation Scheme Flexible	Greater Manchester Combined Authority	27 Oct 2023	Report with recommendations	Councillor Tom Ross		Anees Mank Anees.Mank@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Eligibility Statement of Intent Version 5.						
Transport							
Bus franchising	To approve the award of: (i) the franchise contracts relating to bus franchising; (ii) contracts for the provision of various franchise	Chief Executive Officer GMCA & TfGM GM Mayor Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023 Between 1 Oct 2023 and 31 Dec 2023 Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 92	scheme related services and goods (including all contracts for the provision of equipment, hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and ongoing operation, of						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 93	franchised bus services and the overall franchising scheme); and (iii) contracts for the acquisition and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and ongoing operation, of						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	franchised bus services and the overall franchising scheme.						
City Region Sustainable Transport Settlement (CRSTS)	To approve allocations and Governance and Assurance arrangements for specific schemes as and when required.	Chief Executive Officer GMCA & TfGM Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023 Between 1 Oct 2023 and 31 Dec 2023	Report and recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA & TfGM	
Bus Depot Acquisitions	To negotiate and approve the acquisition of bus depots	Chief Executive Officer GMCA & TfGM	Between 1 Oct 2023 and 31 Dec 2023	28 Delivering the Bee Network - Bus Fares Fleet	GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 95	to support bus franchising, within previously approved capital and revenue budgets for bus franchising.			Depots and CRSTS			
Bus Depot Leasing Arrangements	To agree the final terms of leases of bus depots to be granted to TfGM and the terms of all subleases of the depots	Chief Executive Officer GMCA & TfGM	Between 1 Oct 2023 and 31 Dec 2023	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 96	both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to be granted to the franchise bus operators.						
Bus Depot Leasing Arrangements	To complete and execute all leases of bus depots to be granted to TfGM.	Monitoring Officer GMCA	Between 1 Oct 2023 and 31 Dec 2023	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com
Subsidised	To approve	Bee Network	Between 1	Report with	GM Mayor	Chief	Stephen

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Services	forthcoming changes to subsidised bus services.	Committee Chief Executive Officer GMCA & TfGM	Oct 2023 and 31 Dec 2023 Between 1 Oct 2023 and 31 Dec 2023	Recommendations	Andy Burnham GM Mayor Andy Burnham	Executive Officer GMCA & TfGM	Rhodes stephen.rhodes@tfgm.com
Active Travel Programme	Approval to release funding to progress the development and delivery of cycling and walking schemes and programmes.	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with Recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA & TfGM	Steve Warrener steve.warrener@tfgm.com
Local Growth Deal (1, 2 and	To grant Full or Conditional	Greater Manchester	Between 1 Oct 2023 and	Report with Recommendations	GM Mayor Andy Burnham	Chief Executive	Steve Warrener

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
3) six monthly progress update	Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.	Combined Authority	31 Dec 2023	ons		Officer GMCA & TfGM	steve.warrener@tfgm.com
Quality Bus Transit	To approve CRSTS funds	Greater Manchester	Between 1 Oct 2023 and	Report with recommendati	GM Mayor Andy Burnham		Anthony Murden

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 99	for the implementing signal priority for late running buses at junctions across five Quality Bus Transit corridors.	Combined Authority Bee Network Committee	31 Dec 2023 Between 1 Oct 2023 and 31 Dec 2023	ons	GM Mayor Andy Burnham		Anthony.murden@tfgm.com
	Active Travel Capital Pipeline	Bee Network Committee	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Richard Nickson richard.nickson@tfgm.com
	Salford Central	To approve	Bee Network	Between 1	Report with	GM Mayor	Simon Elliott

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Growth Deal funds to deliver Salford Central station enhancement	Committee	Oct 2023 and 31 Dec 2023	recommendations	Andy Burnham		simon.elliott@tfgm.com
Trafford Bus Studies	To approve CRSTS funds for the development of an Outline Business Case for the Trafford Bus Studies scheme.	Bee Network Committee	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com
Salford Bolton Network Improvements (SBNI) contract	SBNI Salford DP7 A580 contract award/funding drawdown.	Bee Network Committee	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		David Shaw david.shaw@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
award/funding drawdown	SBNI Salford DP3 A666 contract award/funding drawdown.						
Wigan: A577 Complementary Works	To approve CRSTS funds to develop Wigan's A577 Complementary Works Streets for All scheme.	Bee Network Committee	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		David Shaw david.shaw@tfgm.com
Zero Emission Bus	To approve CRSTS funds to fund power upgrades for Bus	Bee Network Committee	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	GM Mayor Andy Burnham		David Shaw david.shaw@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 102	Franchising depots and to enable development and delivery of the CRSTS Zero Emission Bus Programme.						
Electric Vehicle Charging Tariff	Set upper and lower pricing parameters for the Electric Vehicle Charging Tariff and delegate authority to the Chief Executive	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	City Mayor Paul Dennett		Megan Black megan.black@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	TfGM & GMCA to change the tariff within those parameters.						
Technical Education & Skills							
<p>Page 10 of 10</p> <p>ESF Skills for Growth Commissioning</p>	To proceed with the procurement and contracting of providers and activity relating to the GM Skills for Growth programme.	Chief Executive Officer GMCA & TfGM	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	Councillor Eamonn O'Brien	Treasurer GMCA	Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
GM Adult Skills Programme (including devolved Adult Education Budget and Free Courses for Jobs funding) 2022/2023 academic year update and 2023/2024 academic year forward plan	To approve a cost of delivery exceptional payment to AEB Skills Providers for the 2022/2023 academic year. To note progress of the 2023/2024 Adult Education Budget commissioning process and where	Chief Executive Officer GMCA & TfGM	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	Councillor Eamonn O'Brien		Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 105</p>	<p>applicable, the selected skills providers</p> <p>To grant delegated authority to the GMCA Treasurer to take forward the AEB commissioning , including to contract award.</p> <p>To approve the proposed indicative</p>						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 106</p>	<p>allocations and subsequent expenditure for the GM grant-funded further education institutions.</p> <p>To grant delegated authority to the GMCA Treasurer to agree any minor changes that arise during discussions between each</p>						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	institution and GMCA.						
Greater Manchester Apprenticeships and Careers Service Procurement	Contract award to successful bidder following procurement process, to deliver the GMACS careers planning digital service.	Treasurer GMCA	Between 1 Oct 2023 and 30 Nov 2023	Report with recommendations	Councillor Eamonn O'Brien		Nicola McLeod Nicola.mcleod@greatermanchester-ca.gov.uk
Skills Bootcamps 2023 - 2024: Phase 2 commissioning	To proceed with the procurement and contracting of	Treasurer GMCA	Between 1 Oct 2023 and 31 Dec 2023	National Skills Funding (CA report Feb 2023)	Councillor Eamonn O'Brien		Hannah Vincent hannah.vincent@greatermanchester-

Page 107

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
; Sector 3 (recommissioning): Adv Manufacturing; Sector 8: Security; Sector 9: Residential childcare	providers and activity relating to the GM Skills Bootcamps programme.						ca.gov.uk
Resources and Investment							
UKSPF E22 SME Workspace - project change	To approve a scheme being removed from the UKSPF E22 SME workspace programme	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Oct 2023	Report with recommendations	Councillor David Molyneux		Alison Gordon alison.gordon@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	and to approve the replacement scheme.						
Greater Manchester Business Funds	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with Recommendations	Councillor David Molyneux	Chief Executive Officer GMCA & TfGM	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	settlements.						
Revenue and capital budget updates	Approve revisions to revenue budget and capital programme. July / October and February.	Greater Manchester Combined Authority	27 Oct 2023	Report with recommendations	Councillor David Molyneux		Rachel Rosewell rachel.rosewell@greatermanchester-ca.gov.uk
UK Shared Prosperity Fund- GM Innovation Ecosystem Navigation Service	To agree the contract award for the UKSPF GM Innovation Ecosystem Navigation Service to the successful bidder, following an	Treasurer GMCA	Between 1 Oct 2023 and 30 Nov 2023	Report with recommendations	Councillor David Molyneux		John Wrathmell john.wrathmell@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	open and competitive procurement process.						
Housing							
GM City Deal Receipts - Investment Approval Recommendations	The approval of investments funded with City Deal Receipts received from Homes England.	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report	Councillor Gerald Cooney		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
GM Brownfield Programme	The allocation of funding from GMCA's brownfield	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	Councillor Gerald Cooney		Michael Walmsley Michael.Walmsley@greater

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	programme to residential developments in GM.						manchester-ca.gov.uk
Greater Manchester Housing Funds	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Agreement to using further Greater	To agree the further use of Greater	Greater Manchester Combined	Between 1 Oct 2023 and 31 Dec 2023	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA	Michael Walmsley Michael.Walm

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Manchester Housing Investment Loan Fund surpluses	Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the GM Housing Strategy	Authority				& TfGM	sley@greatermanchester-ca.gov.uk
Greater Manchester Property Funds	To conditionally approve property investments to proceed to due diligence and/or note commercial	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	changes to existing investments.						
Equalities & Communities							
GM VCSE Fair Funding Protocol with MCA	Enter into a Fair Funding Protocol agreement with the GM VCSE Leadership Group	Greater Manchester Combined Authority	Between 1 Oct 2023 and 31 Dec 2023	Report with recommendations	Councillor Arooj Shah		Anne Lythgoe anne.lythgoe@greatermanchester-ca.gov.uk
Safe & Stronger Communities							
Greater Manchester Violence	Review and approve the Greater	Greater Manchester Combined	24 Nov 2023	Report with recommendations	GM Deputy Mayor Kate Green		Damian Dallimore Damian.Dallim

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Reduction Strategy	Manchester Violence Reduction Strategy.	Authority					ore@greatermanchester-ca.gov.uk

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

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