

Public Document



GMCA OVERVIEW & SCRUTINY COMMITTEE

DATE: Wednesday, 22nd November, 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** 1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at least 48 hours in advance of the meeting.
4. **Minutes of the GMCA Overview & Scrutiny Meeting held on 25 October 2023** 5 - 16

To consider the approval of the minutes of the meeting held on 25 October 2023.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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

- 5. Minutes of the Joint Health Scrutiny and the GMCA Overview & Scrutiny held on 8 November 2023** 17 - 28
- To consider the approval of the minutes of the joint meeting held on 8 November 2023.
- 6.A GM Investment Plan, Frontier Sector Development and Business Rates update** 29 - 46
- Report of Councillor Bev Craig, Portfolio Lead for Economy, Business and Inclusive Growth
- 6.B Greater Manchester Investment Zone - to follow**
- Report of Councillor Bev Craig, Portfolio Lead for Economy, Business and Inclusive Growth
- 7. Local Transport Plan process and renewing our vision** 47 - 54
- Report of GM Mayor Andy Burnham
- 8. Work Programme and Forward Plan of Key Decisions** 55 - 96
- 9. Dates of Future Meetings**
- Future meetings are scheduled to take place at 1pm on the following dates:
- 13 December 2023
- 24 January 2024
- 7 February 2024
- 21 February 2024
- 20 March 2024

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, 14 November 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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Declaration of Councillors' Interests in Items Appearing on the Agenda

Name and Date of Committee.....>

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

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

Quick Guide to Declaring Interests at GMCA Meetings

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

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

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

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

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

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

Failure to disclose this information is a criminal offence

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

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

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

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

For a non-prejudicial interest, you must:

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

To note:

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

For prejudicial interests, you must:

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

You must not:

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

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**Minutes of the meeting of the
GMCA Overview & Scrutiny Committee
held on Wednesday 25 October 2023
at the Tootal Buildings, Broadhurst House, 1st floor,
56 Oxford Street, Manchester, M1 6EU**

Present:

Councillor Nadim Muslim	Bolton Council (Chair)
Councillor Peter Wright	Bolton Council
Councillor Russell Bernstein	Bury Council
Councillor Imran Rizvi	Bury Council
Councillor Basil Curley	Manchester City Council
Councillor Mandie Shilton Godwin	Manchester City Council
Councillor Holly Harrison	Oldham Council
Councillor Colin McLaren	Oldham Council
Councillor Sameena Zaheer	Rochdale Council
Councillor Patricia Dale	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 Debra Wailes	Wigan Council

Also in attendance:

Andy Burnham	GM Mayor
Kate Green	Deputy GM Mayor

Officers in attendance:

Eamonn Boylan	GMCA
Gillian Duckworth	GMCA
Julie Connor	GMCA
Elaine Mottershead	GMCA
Dan Diamond	GMCA
Simon Nokes	GMCA
Richard Nickson	Transport for Greater Manchester
Lou Cordwell	Chair of GM Business Board

O&SC 34/23 Welcome and Apologies

Councillor Rizvi was welcomed as the new member for Bury Council attending his first meeting. Apologies for absence were received from Councillor John Leech, Councillor Tom Besford, Councillor Joanne Marshall, Councillor Jenny Harrison, and Nicola Ward.

O&SC 35/23 Chair’s Announcements and Urgent Business

The chair noted that the first meeting of the Task and Finish Group relating to the provision of affordable homes had taken place on 20 October 2023. The next meeting was scheduled to take place on 3 November 2023. Councillor Lewis Nelson was congratulated on being appointed chair for the task and finish group.

Resolved/-

That the appointment of Councillor Lewis Nelson as the Chair of the Task and Finish Group be noted.

O&SC 36/23 Declarations of Interest

Councillor Nelson declared a non-pecuniary interest in Item 5 the Violence Reduction Strategy. However, the link was with his employer, and it was not an area of work that he specifically dealt with so it was agreed that he could continue to participate in the discussion.

O&SC 37/23 Minutes of the Meeting held on 27 September 2023

A member queried an action from the previous meeting about the circulation of the minutes of this Committee to districts. Progress on this would be checked with the Statutory Scrutiny Officer.

RESOLVED /-

That the Statutory Scrutiny Officer action the request regarding circulation of the minutes to districts and feedback to the Committee.

O&SC 38/23 Violence Reduction Strategy

Deputy GM Mayor Kate Green and Dan Diamond from the Violence Reduction Unit (VRU) introduced this item and highlighted some key points to the Committee.

The VRU was introduced in Greater Manchester in 2019. From June 2022 to June 2023 there had been a 16% reduction in knife related crime, a 29% reduction in hospital admissions relating to use of knives and weapons, and a 29% reduction in homicides. Whilst these figures represented tragic incidents, the reductions were encouraging. The Deputy GM Mayor was keen to stress that most young people in Greater Manchester were not involved in violent incidents and did not carry weapons. Also, that the financial cost of addressing violent crime was not something to be overlooked. The ten-year strategy had been the result of an extensive period of consultation and engagement throughout all ten GM constituent local authorities.

The Deputy GM Mayor made specific reference to the Greater Manchester Youth Combined Authority and asked that her recognition of their important contribution to this work be noted.

The strategy's approach was two-fold in tackling violence – response and prevention - with five approaches or categories which the Deputy Mayor outlined as detailed in the report & Strategy.

To conclude, it was noted that the VRU was only funded until 2025, despite this being a ten-year strategy, but there was confidence that funding would continue after that date given the importance and value placed on the work being done. Within the VRU funding

constraints, the duration of funding agreements to providers in Greater Manchester had been maximised, usually two-three years in most cases, for sustainability.

The next step was that the Violence Reduction Strategy would be presented to the GMCA Committee on 24 November 2023 for approval and then a public launch scheduled for 12 December 2023. There would then be a move into detailed action plans alongside a closer look at methods of evaluation.

Comments and Questions:

- A question was raised regarding the next generation on from young people who could have significant influence. Also, there should be a way of capturing those who had been through the prison system and had come out either still affected or in a worse position. It was not clear whether any preventative work was being done in prisons.

In response, it was clarified that the prison service was not something that had been devolved to the Combined Authority and therefore the control of prisons was not within its remit. However, there were examples of good work such as the *Through the Gate Programme* and the substance misuse programme at HMP Forest Bank. Probation services, when commissioned, offered an opportunity to be effective in the management of offenders and to address those behaviours. Many of the programmes that were supported across this work programme involved the identification of a trusted adult in a young person's life, and this could be a way of addressing the concerns about the potential adverse influence from an older generation.

- Whilst *Stop and Search* was intelligence led and proportionate, the significant impact for ethnic minorities and often the damage to the trust with GMP was recognised. In response, it was noted that statistics were disproportionality lower in Greater Manchester than any other metropolitan authority but that did not mean that more should not be done. There was a deeper mistrust of GMP from some communities and this should be tackled. There was an opportunity to provide more information on this to the Committee, for example, the outcomes and ethnic breakdown of *Stop and Search* procedures.

- It was noted that rape and sexual assault were not referenced heavily in the report. However, the links to the gender-based violence strategy were reiterated. Young people face additional threats in online spaces as well and there was work being done with the Online Safety Bill. The Violence Reduction Unit worked with an educational specialist, Dr Antony Edkins to assist with specific programmes in Greater Manchester schools about respectful relationships and the avoidance of violent or risky behaviours.
- Whilst the approach for community led solutions was welcomed, there was concern that there might be too much reliance on community and voluntary provision. In response, it was acknowledged that there was a risk that the Violence Reduction Unit funding effectively replaced traditional youth services funding and activities, and this should not be the case. The reliance on the community and voluntary sector was in recognition of their ability to provide quality, flexible and innovative solutions. Feedback from the community and voluntary groups had been around sustainability and the challenges of short-term funding which was why groups had been given the maximum duration of funding possible.
- More information was requested about how children with care experience were recognised. It was acknowledged that outcomes for children in care or leaving care were significantly worse for educational attainment, physical and mental health, future employment prospects and their vulnerability to becoming involved in violence and crime. Many of the programmes being funded by the VRU were working with children in these situations, for example, the [Family Drug and Alcohol Court](#).
- A member asked about the difference between a school engagement officer and a school-based police officer and the purpose of their role in those settings. It was clarified that the officers were there to build relationships and support young people, not to specifically police or investigate situations. They would do so if there was a situation that warranted attention but that was not their purpose for being based in educational establishments.
- The strategy stated that *“Young People told us fear, anger, unsafe places, social media and discrimination were the key causes of violence.”* This quote felt

misplaced at the end of the strategy, as though it had come afterwards and had not been a catalyst for shaping the strategy. Members asked whether there could be progress updates on those issues that young people had specifically identified.

- There was discussion around when was early intervention early enough. Early years work such as the 1001 days programme and the family hubs initiatives were important and seen as running parallel to this strategy. In addition, some of the work being funded through the VRU was around boosting parenting skills.
- It was noted that the Strategy specifically mentioned support for women and girls but did not reference other types of gender-based violence. It was clarified that the Gender Based Violence Strategy does address multiple forms of violence including same-sex relationships, violence to trans people and generational violence. There were also links to domestic violence and the trauma informed approach.
- A member referenced the presentation from Councillor Arooj Shah who had attended a previous Committee meeting to talk about the work of the Race Equality Panel. The member asked whether the Panel had been invited to contribute or feedback on this strategy. It was confirmed that they had been consulted and a separate strand of work was being undertaken with them on disproportionality.
- The strategy contained information relating to the public's confidence in policing and there was a discussion around communication of good and sad news stories and the impact that had. It was agreed that the communications element was an important part of this work. There had been an emphasis on ensuring that there were some positive messages particularly through campaigns such as [#IsThisOk](#) and the [I Am Greater](#) campaign. Work was also ongoing with one of the media partners, [Unity Radio](#).
- The question of sustainability was raised and more work on the financial elements of the strategy was requested. In response, it was noted that whilst there could be more clarification on funding and investment, it would be difficult to give an overview in isolation as consideration should be given to the work that was done by schools, the

voluntary and community sector, and other partners.

- One member raised concern about drug dealing which appeared to be reaching epidemic proportions. Through [Programme Challenger](#), GMP were undertaking intergenerational work to tackle organised crime including drug dealing. There was a pilot programme running within six schools and this could be rolled out to others.
- A member asked about the VRU work in Oldham and was given a contact officer to speak to for further information. The Deputy GM Mayor talked about one of her visits to Oldham and she had been impressed with the community work that was being done which had been generated by residents.
- The number of survey responses was discussed and, whilst it could be viewed as disappointing, the positive perception was that higher numbers were often the result of negative feeling, and this did not seem to be the case. It was also noted that the survey was not the only means of engagement and an event during Summer 2023 was attended by over one hundred community and voluntary partners who were representing their communities.
- An increase in police recruitment was welcomed but there was a question raised about inexperienced officers and how lessons learned and improvements could be made. There also needed to be recognition of confidence in policing by young people and the wider community and more done to encourage reporting crime.

The GM Deputy Mayor thanked the Committee for helping to shape the strategy. The Chair summarised that the Violence Reduction Strategy was to be submitted to the GMCA Committee in November so any further questions or comments could be raised directly by contacting Dan Diamond or via Elaine Mottershead.

Resolved /-

That the comments and questions raised by the Committee, in consideration of the recommendations, be noted and used to guide further work of the Violence Reduction Unit.

O&SC 39/23 Bee Network Cycle Hire Recovery Plan

This item had been deferred from the previous Committee meeting (O&SC 28/23 refers). Richard Nickson from Transport for Greater Manchester presented the update and highlighted the following:

- Usage remained high despite some of the recent challenges. A high number of the trips were for commuting purposes and not just for leisure as previously thought.
- There had been positive effects from the regular activity by Greater Manchester Police.
- The on-street team could deal with some of the lower-level repair and maintenance issues but 95% of the repairs required have been through deliberate damage and this often meant having to return the equipment to the depot.
- The opportunities for linking with night-time economy work were beginning to be explored.

Members gave the following comments and questions:

- There were questions around the number of bikes and scooters that were returned and also whether the GPS tracking had been utilised for the safe recovery of stolen equipment. In response, it was confirmed that whilst the GPS tracking facility was used, there were also other means of tracking and recovering equipment. Illegal hires had been monitored and approximately ten arrests made.
- There was a question over why an area in Salford still had a suspended service. It was confirmed that this was due to low usage coupled with high vandalism. There were still other parts of the area nearby that were covered by the scheme. The suspended area was still under review and the shared aim was for the bikes to return to the Central Station area to make linkages across the transport system.
- The use of scooters on pavements was highlighted as a potential problem for residents with visual impairments.

- The collection time for bikes that had been reported abandoned was queried. It was confirmed that it could take up to four days but should not be any longer than that.

GM Mayor, Andy Burnham and GMCA Chief Executive Eamonn Boylan, concluded with thanks to the Overview and Scrutiny Members for bringing a focus to the recovery plan which had been much needed. There was still a successful scheme in operation which could now be built upon as part of the multi-modal approach with the GM Bee Network. It was confirmed that another [Operation AVRO](#) was planned before the end of the year and this would include the Bee Network cycle hire scheme.

O&SC 40/23 Greater Manchester Strategy: Business Board Update

Lou Cordwell, Chair of the GM Business Board attended to present the Committee with a progress update on the Strategy and highlighted the five priorities (view presentation [here](#)) and members commented as follows:

- **Poverty – children in low-income households:** the Committee highlighted barriers around means-testing which could preclude one household member from accessing training if the other was in employment. Similarly, asylum seekers already holding qualifications required by employers were facing barriers to work. It was suggested that further work should be done on removing or minimising these barriers.
- **Carbon Emissions** - the Committee welcomed the recent and planned changes to an integrated transport system but suggested that there was more work to do on tackling dependence on private vehicles. It was highlighted that the *School Streets* programmes were reliant on volunteers and this should be reviewed. Following discussions about decarbonisation in housing, the Committee would welcome a further briefing on housing development.
- **Employment Rate – racially minoritised/disabled people:** further work should be done on demonstrating employment pathways to residents of all ages. The current gap in clear pathways for neuro diverse and SEND residents was recognised.
- **Overweight and obese children and adults:** the clear links and interdependencies between obesity and good employment, public transport, and active travel, working

with schools and employers were recognised.

- **Child Development in Early Years:** it was agreed that school readiness should be re-established as a measurement.

In response, it was noted that there was a big opportunity with the Trailblazer to tackle some of these challenges looking at the good employment charter, real living wage, procurement procedures and supporting infrastructure improvements. In education, the MBacc would be driven by employers needs, taking into consideration what the most valuable qualifications would be for future employment opportunities. As an example, at Hopwood Hall, 50% of students taking T-levels had gone on to work for the employer that offered them a work experience placement.

Patronage of public transport had grown for bus and tram but less so for rail given the issues of reliability. It was noted that more zero emission buses were being purchased and the metrolink also works on renewable energy. Further improvements would be key in reducing private vehicle usage and, following the full implementation of the Bee Network in 2025, there would be some work on behaviour change. In the meantime, the benefits of franchising were starting to filter through not least because some of the operators had committed to getting more vehicles ahead of the expected schedule. The use of public transport and active travel options also linked to tackling obesity and ill-health.

The Committee raised further questions:

- The use of Our Pass was considered to be disproportionate in some areas although data shows that the majority of 16-18 year olds across the region were aware of it. It was recognised that the disproportion could be, for example, in areas where the use of metrolink instead of buses was more prevalent. Work was ongoing to look at further development of Our Pass.
- A member raised concern about household situations where one adult was working and, for that reason, another adult was refused access to training because of this. In response, it was stated that this could be looked at with the Adult Education and other budgets available to provide training.

GM Mayor Andy Burnham noted that one member had asked a query, outside of the meeting, regarding the HS2 announcements. The Mayor offered to provide an informal briefing to the Committee if they would find it useful.

Resolved /-

1. That the draft progress report be approved, subject to comments, noting the development in approach to the progress reporting, with a greater emphasis on whole system metrics and actions.
2. That the whole system actions, and the next steps for progressing these actions through a round of thematic, sectoral, and place-based engagement on the findings, be agreed.
3. That the impact assessment summary be noted.
4. That the Committee note that the process adopted for the development of this progress report, had not gathered sufficient detail to assess specific impacts arising from delivery of programmes and policies supporting the GMS ambitions.
5. That the Committee note that the assessment completed takes an overview approach, considering the strategic intent of the GMS and collective ability to, over time, achieve that strategic intent.
6. That the GM Mayor Andy Burnham provides an informal briefing on HS2 to the Overview & Scrutiny Members.

O&SC 41/23

Work Programme & Forward Plan of Key Decisions

Resolved /-

That the Overview & Scrutiny work programme be noted.

O&SC 42/23 Future Meeting Dates

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

Resolved /-

That the schedule for future meetings be noted:

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 43/23 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.

O&SC 44/23 Bee Network Cycle Hire Recovery Plan (Part B)

Resolved /-

That the report and discussions on the Bee Network Cycle Hire Recovery Plan be noted.

**MINUTES OF THE JOINT MEETING OF THE
GREATER MANCHESTER JOINT HEALTH SCRUTINY COMMITTEE AND GMCA
OVERVIEW & SCRUTINY COMMITTEE HELD ON 8 NOVEMBER 2023,
GMCA, BOARDROOM, 56 OXFORD STREET, MANCHESTER M1 6EU**

PRESENT:

Councillor David Sedgwick,	Stockport MBC (Joint Chair for this meeting)
Councillor Nadim Muslim	Bolton Council (Joint Chair for this meeting)
Councillor Andrew Morgan	Bolton Council
Councillor Elizabeth FitzGerald	Bury Council
Councillor Imran Rizvi	Bury Council
Councillor Joan Grimshaw	Bury Council
Councillor Basil Curley	Manchester City Council
Councillor Mandie Shilton-Godwin	Manchester City Council
Councillor John Leech	Manchester City Council
Councillor Eddie Moores	Oldham Council
Councillor Jenny Harrison	Oldham Council
Councillor Colin McLaren	Oldham Council
Councillor Patricia Dale	Rochdale Council
Councillor Lewis Nelson	Salford City Council
Councillor Sophie Taylor	Trafford Council
Councillor Jill Axford	Trafford Council
Councillor Shaun Ennis	Trafford Council
Councillor Nathan Evans	Trafford Council
Councillor Ron Conway	Wigan Council
Councillor Fred Walker	Wigan Council

OFFICERS IN ATTENDANCE:

Warren Heppollette	Chief Officer for Strategy & Innovation, NHS Greater Manchester Integrated Care
Jane Pilkington	Director of Population Health, NHS Greater Manchester Integrated Care

Elaine Mottershead	Senior Governance & Scrutiny Officer, GMCA
Nicola Ward	Statutory Scrutiny Officer, GMCA
Jenny Hollamby	Senior Governance & Scrutiny Officer, GMCA
Oliver Fenton	Assistant Governance Officer, GMCA

OTHERS PRESENT:

City Mayor Paul Dennett	GMCA Deputy Mayor and Portfolio Lead for Homelessness, Healthy Lives and Quality Care
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JHSC/19/23 APOLOGIES

Apologies were received and noted from Councillor Sammie Bellamy, Councillor Helen Hibbert, Councillor Zahid Hussain, and Councillor Nalia Sharif.

JHSC/20/23 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

Councillor Nadeem Muslim, Chair of the GMCA Overview & Scrutiny Committee and joint Chair for this meeting explained the purpose of the meeting was to look at the work across Greater Manchester (GM) to tackle health inequalities, as both Committees had raised this as an area of interest. Recognising this was a significant issue, this was a one item agenda/meeting, giving time for Members to receive presentations and for a question and answer session.

Furthermore, the agenda pack had been issued early so Members could have additional time to consider the report from their Local Authority (LA) perspective and identify the local challenges regarding health inequalities that the Committee might wish to discuss.

He added the information provided in the agenda pack, was to open initial discussions and conversations and that Member's questions today would shape the framework moving forward.

JHSC/21/23 DECLARATIONS OF INTEREST

RESOLVED/-

No declarations of interest were received at the meeting.

JHSC/23/23 GREATER MANCHESTER'S WORK TO TACKLE HEALTH INEQUALITIES

Councillor David Sedgwick took the Chair for this item and asked the City Mayor Paul Dennett as Chair of the Integrated Care Partnership (ICP) to open discussions. The City Mayor advised Members that this was the first time the GMCA Overview & Scrutiny Committee and Joint Health Scrutiny Committee had been brought together to consider health inequalities and welcomed the opportunity to consider the NHS GM's response the Fairer Health for All framework designed to deliver health and care services that are fairer, greener, and inclusive.

It was explained that recent NHS reforms had triggered the work in terms of the 5 Year Strategy for the GM Integrated Care System. Members were informed the Fairer Health for All framework had been in development for the last 15 months and was aligned with the 5 Year Strategy and Joint Forward Plan.

Members were asked for comments on the principles, challenges, metrics, priorities, and direction of travel for GM delivery. This scrutiny activity would inform the framework and delivery. It would also help to galvanise the system behind the challenges to tackle the wider determinants of health and move GM further in its ambitions towards a Marmot City Region.

In response to Member's request for a succinct presentation to allow more time for questions, Warren Heppolette, Chief Officer for Strategy & Innovation, NHS Greater

Manchester (NHS GM) and Jane Pilkington, Director of Population Health, NHS Greater Manchester provided an introduction.

The report also outlined opportunities for partners to input and shape priorities for coordinated action on health inequalities across GM, responding to the proposed principles, priorities, targets, and metrics in the GM Fairer Health for All Framework.

The report explored in detail:

- An overview of the key missions in the Integrated Care Partnership Strategy, which collectively would reduce health inequalities by enabling a social model for health and a strategic shift towards prevention.
- Summary of Integrated Care System Operating Model and governance to ensure tackling health inequalities was everybody's business and part of the way they worked.
- Overview of priorities, principles, and tools in the Fairer Health for All Framework which enabled coordinated action and delivery of the Joint Forward Plan.
- A deeper exploration of a small number of flagship areas that showed Fairer Health for All in action including the Fairer Health for All Academy and the Health & Care Intelligence Hub.

The Chair advised that the range of health inequalities was vast, whilst issues were recognised as systemic and would not be solved quickly, NHS GM Officers wanted to understand if they had set the right priorities, targets, and measures. A question and answer session followed.

Members expressed gratitude to City Mayor Paul Dennett, GM Portfolio Lead for Quality Care for his presence as political leadership was important for this agenda.

The report was also commended for going to the heart of issues and recognising that deprivation remains a significant determinant of poor health, with over one third of GM residents living in the top 10% deprived neighbourhoods, often underusing preventative care services and overusing critical care services.

Members questioned the age of the report and asked whether the report was created specifically for this meeting. Officers informed Members that the report was created for this meeting but drew on research undertaken since the start of the statutory establishment of the ICS (Integrated Care System).

Members commented on the language used within the framework with acronyms and abbreviations making it inaccessible. Whilst there were different versions of the framework for different audiences, Officers acknowledged the use of jargon as unhelpful and would seek to use plain English where possible.

In response to a question about decision makers, it was clarified there were 5 Board Members on the Integrated Care Board, which included City Mayor Paul Dennett. Whilst it was difficult to present the decision-making structure in a simple format, Officers acknowledged that improvements could be made and that diagrams would be reviewed. City Mayor Paul Dennett explained that he was appointed by the GMCA as the Portfolio Lead for Health and Social Care and that decision-making power sat in different spaces. The role of the ICB was one of assurance. Consideration was being given to governance and whether it remained fit for purpose. In terms of accountability, legally decision-making powers sat with the Secretary of State and NHS England.

Members highlighted the need for addressing health disparities, incorporating NICE (National Institute for Health and Care Excellence) guidelines, and creating a transparent system to provide equal opportunities for all residents in accessing healthcare services, particularly IVF (In Vitro Fertilisation) treatments. A Member provided an example of disparities in IVF treatment previously commissioned by Clinical Commissioning Groups (CCGs) and expressed concern about the disparity, in Manchester, where residents received only one round of IVF. In contrast, individuals living in Stockport were entitled to two rounds, and those in Tameside received three rounds. Officers acknowledged the range of unequal standards and advised that work would be undertaken to review the disparities, specifically on IVF and treatments, which would be shared with both Committees.

However, officers further advised that NICE guidance was not legally binding and not all ICSs were operating the same way regarding this guidance.

The Committee expressed concern that those residents who were already socially excluded would have the most significant challenge to overcome in terms of barriers to services, and that this must remain a priority for the Integrated Care System.

Members raised concerns that there was no mention in the framework about the increasing levels of obesity in the population, with implications for public health and the healthcare system's ability to provide services and manage finances. Officers noted the influence of national policies, the impact of the food industry and individuals' inactivity as the most fundamental causes of obesity. Officers informed Members about the efforts in the Joint Forward Plan to promote active travel, such as walking, and cycling. The Committee were informed that this topic would be considered by the GM Joint Health Scrutiny Committee at their meeting in March 2024.

Members also emphasised the impact of mental health, particularly in children and young people, and expressed the need for more focus on this issue within the framework. Officers highlighted the importance of mental health in the Joint Forward Plan and emphasised the recognition across the system for significant focus on mental health in future work. Additionally, Officers mentioned a projected health needs analysis that identifies mental health as a key area of concern for children and young people in the next five years and acknowledged the under-investment in mental health services of approximately £97 million per year compared to the national average which needed to be addressed.

Members highlighted the importance of increasing the professionalisation and status of social care workers within the healthcare system and as a career choice. They indicated that success would be achieved when young, qualified individuals aspired to become social care workers, emphasising the need for improvement in this area. Officers confirmed that this was at the heart of the Workforce Development Strategy which could be shared with members.

Members expressed concern that the report was too focused on the NHS as an employer and suggested a need to shift the emphasis towards getting long-term unemployed individuals back into the wider workforce by integrating these individuals into businesses outside the NHS, even for less skilled roles. Officers informed Members of the collaborative efforts between different entities, including the GMCA and LAs, aimed at helping people get back into work. The approach was based on the Working-Well Combined Authority (CA) model, which involved collaboration with local businesses. Officers stressed that the focus was not solely on recruiting people into the NHS workforce, although that was a part of the initiative due to the NHS being a major employer, instead, the effort spanned across various sectors and involved engagement with local businesses and the wider public sector. The Committee were also informed that there may be further opportunities regarding skills and employment through the GM devolution trailblazer.

Members emphasised the importance of integrating alternative health services like physiotherapy, osteopathy, acupuncture, and massage into the NHS to support people to manage their own health and officers recognised the need for further exploration in this area and welcomed members suggestion of the establishment of community centres that offered a comprehensive range of services, including dentistry, pharmacy, GPs (general practitioners), and alternative health providers.

Members questioned whether the relationship between the Integrated Care Partnerships strategy and a good home has been explored and commented on the importance of housing for health and quality of life. It was questioned whether the Integrated Care System could leverage a new model of delivery for GM that focussed on the wider determinants. Officers informed Members that there was not a single accountable individual for commissioning policy for access to core health services at the same time as they were commissioning policy for external factors like clean air or quality of housing provision, therefore an integrated approach to health inequalities was vital.

Members highlighted the absence of specific support for paid family carers and young carers in the strategy, expressing the need for more focus on the growing burden of care on children and young individuals. Officers informed Members of the

work carried out to support unpaid carers and stressed the importance of the need to support them otherwise the resilience of health and social care was at stake if action was not taken.

Members raised concerns about the lack of coverage in the report about NHS dentistry. Officers informed Members that this was a standing priority of the Joint Health Scrutiny (JHS) Committee, recognising that current provision fell short of expectations, and that work was underway to improve access to services where possible.

Members queried whether the Fairer Health framework would help to address school readiness and associated mental health issues. Officers commented on the impact of the early years delivery model in GM over the past ten years and acknowledged the significant positive effect the model had before the pandemic but highlighted the challenges it faced in the post-pandemic era and the need to adapt and enhance this model to address the new challenges. Additionally, Officers mentioned the importance of direct access to mental health support in schools, colleges, and higher education facilities in GM as the demand for mental health support for children and young people was overwhelming, and the existing systems were struggling to cope with this growing need.

Members highlighted the importance of standardising best practices across GM and provided an example within maternity services to highlight the need for consistency in approaching patients, specifically mentioning the variation in questioning patients receive from NHS front line workers regarding their housing situation.

Officers agreed on the importance of practical, meaningful support for individuals managing their health and that it should consider factors like housing, financial stability, family situations, active travel, and clean air as these factors could significantly impact a person's ability to recover and stay well.

Members asked whether GM had an anchor network. Officers informed Members that there was an anchor network, and it was originally established to organise GM initiatives. The anchor network has expanded its involvement with CA partners and is

working on local employment pathways, and supply chains, and involving the voluntary sector. Officers mentioned plans for semi-annual events for the anchor network to engage more people, although the program was still in its early stages.

Members highlighted the importance of addressing the needs of communities, particularly those from Black, Asian, and Minority Ethnic (BAME) backgrounds, issues such as mental health challenges and discrimination within the BAME communities. Additionally, Members stressed the urgency of tackling the stigma surrounding mental health issues in these communities and called for efforts to be made at the top level to address these concerns across the boroughs. Members highlighted the impact of COVID-19 on BAME communities, citing data that showed they were high risk and inquired about the lessons learned from the pandemic to urge strategies to ensure fair and accessible services for these communities in the future.

Officers noted the importance of focusing on prevention, early detection, and addressing disparities in healthcare access and the need for tailored strategies to support populations facing the greatest disparities, suggesting community-led organisations could play a key role. Furthermore, Officers mentioned initiatives in GM, such as setting equality objectives, reimagining primary care models, and the use of advanced data science to analyse needs and risks.

Members addressed the importance of focusing the framework on specific outcome targets rather than adopting a scattergun approach and further expressed concern about the limited impact a broad approach could have. Members welcomed the opportunities created through the Health and Care Intelligence Hub and noted this was a significant outcome of the collaborative approach to health and care across the ICS.

Members emphasised the importance of measuring progress against the rest of England and avoiding the accidental discovery of favourable statistics. Officers highlighted the use of advanced data science to identify individuals at risk and provide precise and targeted care plans. Officers informed Members of the priorities related to page 17 of the report within the agenda pack, which focused on

interventions with the biggest impact on the population at risk. The interventions were based on strong evidence and return on investment. Officers highlighted the need for an effective economic and financial strategy to shift resources into early intervention, prevention, and crisis reduction.

Members commented that the report overlooks staffing issues within the healthcare system and the need to address the scarcity of financial resources. Officers acknowledged staffing pressures, especially in social care and stressed a need for fair pay and a balancing act between levelling up services and precision targeting and offered to pick up the 'levelling up' of GM services as a focus for the 5 Year Forward Plan.

Members emphasised the necessity of involving the voluntary sector but recognised their current lack of support, training, funding, and facilities and suggested exploring ways to better support the voluntary sector. Officers informed Members about the Voluntary, Community or Social Enterprise (VCSE) accord and fair funding protocol signed by LAs and healthcare organisations as a tool by which GM could continue to advise, support and advocate for the voluntary and community sector.

Officers agreed that they would follow up on any questions that had not been answered by the Members of the Joint meeting of the GM Joint Health Scrutiny Committee and GMCA Overview & Scrutiny Committee and members suggested any future sessions should be workshop style to give more opportunities for engagement.

RESOLVED/-

1. That it be noted that the Committee provided comments and views on key goals, targets, metrics, and priorities as requested (see Minute JHSC/23/23).
2. That it be noted that Officers from NHS GM pay attention to the language used framework and simplify the decision-making structure diagrams where possible.

3. That officers be requested to continue to look for ways to remove any barriers to service access, especially for those demographic groups who already find themselves socially excluded.
4. That it be noted that NHS GM Officers would review the disparities to access to IVF and treatments across GM and share any findings of this work with the JHS Committee and the GMCA Overview and Scrutiny Committee.
5. That it be noted that supplementary documents around the challenges in the health & social care workforce be shared with the JHS Committee and the GMCA Overview and Scrutiny Committee.
6. That it be noted that JHS Committee reports on dentistry be shared with the GMCA Overview and Scrutiny Committee for information.
7. That it be noted that NHS GM Officers follow up on any questions that had not been answered at the meeting after the meeting.

JHSC/23/23 DATE AND TIME OF NEXT MEETING

- Joint Health Scrutiny Committee – 17 January 2024 at 10.00 am, GMCA, Boardroom.
- Overview & Scrutiny Committee – 22 November 2023 at 1.00 pm, GMCA, Boardroom.

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Overview and Scrutiny Committee

Date: 22 November 2023

Subject: GM Investment Plan, Frontier Sector Development and Business Rates update

Report of: Leader of Manchester City Council Cllr Bev Craig, Portfolio Lead for Economy, Business and Inclusive Growth

Purpose of Report

As agreed by Leaders in September 2023, work has begun to develop a GM Investment Plan relating to how the growth tools set out in the Devolution Deal would be utilised to support Growth across Greater Manchester, including the things we need to do to drive growth in our key sectors and Growth Locations over the next 10-15 years. The Investment Plan comprises three key components:

- I. A clear set of Investment Milestones where investment decisions will be expected to be made. This will include the actions and related milestones that are required in order to ensure the appropriate methodologies for making these decisions are in place.
- II. A framework of principles that can be applied to funding and investment decisions that are made at a GM level such that funding can be appropriately invested to drive these improved outcomes.
- III. The identification of the pipeline of activity to which those principles will be applied. The pipeline is being developed from the Spatial Framework (Places for Everyone plan and the emerging Stockport Local Plan) and the associated Growth Locations, and supporting transport infrastructure requirements, and a set of Frontier Sector Plans.

This report sets out the framework for the Frontier Sector Development Plans that will sit within the Investment Plan and identify the requirements of each sector for maximising the opportunities for innovation-led growth. In addition, this report outlines the future business rates landscape and the principles for new business rates arrangements across different geographical areas in GM.

Recommendations:

1. The committee is requested to review and comment on:
 - a. The overall approach to developing Frontier Sector Development Plans that will sit alongside the GM Investment Plan to direct investment in growth of our frontier sectors and growth locations.
 - b. How the Sector Development Plans should be most effectively brought into the Growth Locations.

Contact Officers

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Risk Management

The proposed Investment plan and frontier sector development work and any associated risks will be overseen and managed through the governance structure as set out within this report.

Legal Considerations

The work programme does not currently have requirements for legal input. Should future legal input be required it will be managed through the proposed governance structure.

Financial Consequences – Revenue

The proposed work plan is likely to result in further requests for revenue funding through the Evergreen Surplus Funding and Housing Surpluses.

Financial Consequences – Capital

Approval would be sought for any specific requests for investment from GMCA.

Number of attachments to the report

None.

Comments/recommendations from Overview & Scrutiny Committee

None.

Background Papers

None.

Tracking/ Process

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

Yes

Exemption from call in

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

No.

GM Transport Committee

N/A

1. Introduction/Background

- 1.1. It was agreed with Leaders at their September 2023 meeting that work would commence to develop a GM Investment Plan relating to how GM will drive growth across the Growth Locations and key sectors over the next 10 to 15 years and how the growth tools set out in the Devolution Deal would be utilised to support this ambition across Greater Manchester.
- 1.2. The GMCA have previously agreed priorities set out in the Greater Manchester Strategy and the Local Industrial Strategy which set the headline economic strategy that GM is trying to deliver. This includes the required ambition to develop good job growth, including within the Frontier Sectors, and the commitment to develop the Growth Locations.
- 1.3. The six Growth Locations represent opportunities for the whole city-region, to bring forward development at a scale that can drive transformational growth across GM. The six Growth Locations are:
 - North East Growth Corridor
 - Eastern Growth Cluster
 - Airport & Southern Growth Corridor
 - Central Growth Cluster
 - Western Gateway
 - Wigan & Bolton Growth Corridor
- 1.4. As set out in the Greater Manchester Strategy (GMS), through Growth Locations, GM can use more effective prioritisation and targeting of resources to capitalise on the opportunity to reshape its future, levelling up with greater inclusivity and equity, for all communities, driving prosperity in neighbourhoods, towns and cities across the region. Each Growth Location possesses unique opportunities and assets to respond to the variety of needs and challenges present in different parts of the conurbation. The Growth Locations will provide the platform for a levelling up approach by creating value through new development and in turn ensuring that the resultant benefits and outcomes are experienced across wider GM communities.
- 1.5. The Devolution Deal, and announcements alongside, have subsequently given a new set of powers and resources to deliver those priorities and the Investment Plan is, in the first instance, seeking to set out how those resources relating to growth will be deployed to support the delivery of the priorities in the GMS and Local Industrial Strategy.

- 1.6. The purpose of the Investment Plan is to set out the principles for investing funding available at a GM level for driving growth, and the different priority activities that will support this across GM. It seeks to provide a cohesive joined up approach and thereby drive better outcomes than achievable through funding streams seeking to deliver single departmental programme outcomes. The Investment Plan comprises three components:
 1. A clear set of investment Milestones where investment decisions will be expected to be made. This will include the actions and related milestones that are required in order to ensure the appropriate methodologies for making these decisions are in place.
 2. A set of Investment Principles that will be incorporated into decision making methodologies and applied to funding and investment decisions that are made at a GM level such that funding can be appropriately invested to drive these improved outcomes.
 3. The identification and development of the Investment Pipeline, being the projects and activity that will be seeking GM investment at the appropriate Investment Milestones. The pipeline is being developed building from the Spatial Framework (Places for Everyone plan and the emerging Stockport Local Plan), the associated Growth Locations plus supporting transport infrastructure requirements, and a set of Frontier Sector Development Plans that will identify the requirements of each sector for maximising the opportunities for innovation-led growth.
- 1.7. This report:
 1. Summarises the approach to the GM Investment Plan being developed
 2. Sets out the framework for the Frontier Sector Development Plans and the timetable for their development.
- 1.8. Due to the changing nature of the investment landscape and the approach to delivering GM ambitions, the Investment Plan will need to be revisited at appropriate intervals to ensure that it accurately reflects the current national and local position – including when the Single Settlement is agreed. There will also need

to be a process for reviewing the Frontier Sector Development Plans at periodic intervals, including as the impacts of the investments can be identified.

2. The Greater Manchester Investment Plan

- 2.1. The purpose of the Investment Plan is to provide a cohesive joined up approach to investing in activity that drives inclusive economic growth across Greater Manchester. This approach will drive better outcomes for all of Greater Manchester and greater efficiencies through delivery. The Investment Plan will be updated as the outcomes are agreed and defined within the Outcomes Framework which will need to be developed for the Single Settlement.
- 2.2. The focus will be on delivering projects supporting economic growth and good jobs, including within the frontier sectors. The Investment Plan will consider the activity undertaken in relation to Growth Locations, the 2040 Transport plan and subsequent Local Transport Plans, alongside sector growth through the Frontier Sector Development Plans – although the Investment Plan’s scope will exclude wider business and skills support. It will also consider any priorities identified in the Housing Delivery Plan once developed.
- 2.3. It will cover both capital and revenue investment and any activity that relates to the up-front development of enabling infrastructure or specific developments, as well as supporting development of assets that align with the GMS objectives such as net zero development, appropriate housing tenure mix and age-friendly accommodation.
- 2.4. The approach will be to enable projects to be supported through their development and delivery phases, by ensuring that revenue and capital is aligned to ensure delivery of outcomes. This approach should create a stable platform so that priority projects can proceed with greater certainty of alignment of funds, and that revenue can be deployed in the confidence that capital is likely to be available to build the assets once the development phase has been completed.
- 2.5. One of the key principles of the Investment Plan will be to identify and prioritise investment decisions at certain ‘milestones’ as and when access to funding is provided. It will therefore identify Investment Milestones where specific investment decisions will be taken. Priority projects should be worked up into investible propositions to be considered for investment at these Investment Milestones.

Appropriate appraisal methodologies will be developed and agreed in advance of the Investment Milestones, creating a framework for decision making. As the detail of the Devolution Deal is worked through, these Investment Milestones will need to be revisited. As identified earlier in the report, there is a need to develop the project pipeline and the investment principles that will be adopted. The approach to these elements will be agreed through the Investment Plan process but are not considered critical to the development of the Sector Plans. Some indicative milestones are as follows:

- **Brownfield Housing Funding:** Funding allocations for FY24/25 and FY25/26 are expected to be made in the January 2024 with funding allocation for FY26/27 onwards expected to be made post the agreement of the Single Settlement, with current expectation for Investment Milestone in December 2025.
- **CRSTS:** Indicative allocations have been announced for CRSTS 2 with an expectation that projects will be prioritised in FY 25/26 (indicatively September 2025).

2.6. As identified earlier in the report, there is a need to develop the project pipeline and the investment principles that will be adopted. The approach to these elements will be agreed through the Investment Plan process but are not considered critical to the development of the Sector Plans.

3. Sector Development Plans for GM's Frontier Sectors

3.1. The 'Independent Prosperity Review' and Greater Manchester and Cheshire East 'Science and Innovation Audit' identified key economic strengths and opportunities for Greater Manchester's economy in and around the four sectors of:

- Advanced Manufacturing & Advanced Materials
- Health Innovation & Life Sciences
- Digital, Creative & Media, and
- Clean Growth and low carbon goods and services.

3.2. The GM Local Industrial Strategy (2019) confirmed these as GM's 'frontier sectors' – meaning they are parts of our economy with concentrations of world or nationally-leading R&D assets, with complementary industrial capacity, and opportunities to drive

uplifts in productivity and growth via commercialising innovation and adopting key technologies.

3.3. Subsequently, the GM Innovation Plan (2022) set out three key technology families with potential to drive innovation-led growth across GM because they are linked to our 'frontiers' and can be used in multiple sectors, which creates the potential for new industries to emerge across different sectors (e.g. fintech) and a competitive advantage for GM. These technologies are:

- Sustainable Advanced Materials.
- Artificial Intelligence, Data and Advanced Computing.
- Diagnostics and genomics.

3.4. GM's economic sectors, supply chains and innovation activity take place in different sites and zones across the city-region's geography, and its current spread is the result of historical decisions taken over many decades about where to put development activity or where businesses have chosen to cluster together. This distribution affects the productivity of businesses and the ability of innovation to spread between different organisations and places. The future geography of economic activity in GM was addressed in the Greater Manchester Strategy, which identified a set of 6 Growth Locations which can drive transformational change for Greater Manchester, providing the platform for GM's levelling up approach, creating value through new development and in turn ensuring that the benefits and outcomes are experienced across wider communities. Growth Locations are underpinned by core themes which inform plans and investment frameworks: Employment & Supply Chain; Education & Skills; Innovation; Housing; Transport, and Low Carbon.

3.5. It is proposed that the approach to driving growth across GM should be focussed on both growing existing frontier sectors, and developing the technologies and innovations that lead to new industries and specialisations and embedding both in key opportunities in the Growth Locations.

- 3.6. Furthermore, the Sector Development Plans should work as a package so that:
- What is done to support one sector (e.g. life sciences) is linked to another (e.g. digital and cyber).
 - Interventions to drive our frontiers also supports the benefits of this growth to circulate to our foundational economy or increase the value of the business, financial and professional services industries in GM.
- 3.7. The work already underway around the GM Investment Zone package focused on Advanced Manufacturing & Materials needs to be considered in the development of the framework for the Frontier Sector Development Plans, to ensure a reasonable level of consistency in the approach to each sector. For example, the process has required us to:
- Review the relative size, specialisms and employment in the sector.
 - Identify the places in GM where there are existing strengths and longer-term opportunities.
 - Set out priorities for its growth and identify a series of actions – or ‘interventions’ - aimed at increasing innovation and entrepreneurship, effective infrastructure, a strong supply of skills, and a pipeline of developments that create high quality facilities and sufficient floor space.
- 3.8. Government has specified a logic model for the Investment Zone programme, which sets out how these interventions should hang together in a place as well as out a selection of outputs, outcomes and impacts from which GM will need to select. There should subsequently be some read across to these in the Frontier Sector Development Plans.
- 3.9. The work should also reflect best practice in sector development. Local Authorities in GM already have a range of Economic Plans in development or complete, which include elements of sector development. This work needs to draw on and complement those plans, providing additionality.
- 3.10. Also, as part of reviewing the implementation of the GM Local Industrial Strategy, an independent assessment of best practice in sector and cluster development has been carried out, including via interviews with experts and other regions, and reviewing the

status of existing sector and cluster development activity in GM against the frontier sectors in the GM Local Industrial Strategy.

3.11. The research identified some weaknesses in GM's current approach to sector development that the Frontier Sector Development Plans can help to address. This included:

- Greater Manchester's existing narratives and accounts of its frontier sectors are too high level and need more detail regarding: precise sector specialisms, the business landscape, and what the development of different sectors looks like. This would, in turn, enable us to be more precise about the opportunities for and constraints on growth.
- Some of Greater Manchester's frontier sectors have clear business leadership, champions and coordination, which helps bring businesses and innovators together around new ideas and investment opportunities. But others do not.
- Some of GM's frontier sectors lack the depth of partnerships and collaboration needed to develop without the public sector playing a coordinating role.

3.12. The framework for Frontier Sector Development Plans is an opportunity to merge the useful elements of the Investment Zone Logic Model and the best practice to create the best chance of successful outcomes.

3.13. The proposal for this framework is set out in full in Annex 1, and includes a fuller picture of the sector and its specialisms, opportunities and constraints; a clear set of development ambitions, a set of actions or interventions – similar to those being specified for the Advanced Materials and Manufacturing via the Investment Zone process; clarification of the different resources needed and inputs into developing the sector and how wider value is created, and finally the outputs, outcomes and impacts associated with developing the sector – although their final form will be determined by the investment that can be deployed against each sector plan.

4. Business Rates Update

4.1. Greater Manchester, in common with other Mayoral Combined Authorities in England, has benefited from a pilot scheme which allows GM to retain 100% (rather than the standard 50%) of the growth in business rates since 2017.

- 4.2. This pilot is due to come to an end at the end of the 2023/24 financial year, having been the subject of several one-year extensions of the past few years.
- 4.3. The Trailblazer Devolution Deal (TDD) confirmed that the current pilot scheme will be replaced by a new 10-year scheme commencing in 2024/25. In addition, the TDD MOU confirmed there would be 3 geographical areas within GM, totalling 600 hectares in total, which would benefit from an extended 25-year business rates retention scheme. These three areas are called “Growth Zones” and would be exempt from any reset of business rates growth, that would apply elsewhere.
- 4.4. As well as the changes to the business rates arrangements set out for GM and the West Midlands in the trailblazer devolution deal, the Investment Zone Policy also allows the creation of two geographical areas within GM, again totalling 600 hectares, which will also have a 25-year retention scheme without a reset.
- 4.5. **Business Rates Landscape from 2024/25**
- 4.5.1. The changes, whilst they represent a welcome opportunity for GM to keep more of the funding generated by business rates growth locally, create a complex overall landscape.
- 4.5.2. Four specific business rates initiatives will be in place from next year:
- 1) Devolution Trailblazer Deal – 10 Year Deal** (*Standard Business Rates Area*)
 - All of GM benefits from 10-year 100% growth retention deal
 - No reset until 25/26 (GM partial reset will apply)
 - 2) Devolution Trailblazer Deal – Growth Zones** (*Growth Zones Enhanced Business Rates Sites*)
 - Three Growth Zones in GM will have 25-year 100% retention with no reset
 - Total of 600 hectares
 - 3) Investment Zone – Enhanced Business Rates Sites** (*Investment Zone Enhanced Business Rates Sites*)
 - Up to two Investment Zone Enhanced Rate Retention sites in GM will have 25-year 100% retention with no reset
 - Use of funding must be focused on Advanced Manufacturing & Materials
 - Total area 600 hectares
 - 4) Enterprise Zones**

- The existing Enterprise Zones in Manchester will continue unaffected by these new arrangements.
- 4.5.3. Detailed final agreements for the operation of the new business rates landscape will be confirmed with government in due course.
- 4.5.4. In addition to the work with Government we will need to develop local agreements for how the funding generated by these new initiatives will be deployed across GM including to individual authorities and the combined authority.
- 4.5.5. A key principle for the approach to the five new geographic “zones” will be that no District will be better or worse off as a result of hosting an Enhanced Business Rates site (either GZ or IZ).
- 4.5.6. The difference between what is earned as an enhanced site and what would be earned as a standard site is described as the **Growth Zone Premium** and **Investment Zone Premium** and this will be pooled at GM Level and investment will be subject to GMCA approval Identification of Potential Enhanced Sites

4.6. Identification of Potential Enhanced Sites

4.6.1. Following discussions with GM Directors of Place, Chief Executives and Leaders, and in consultation with DLUHC, the following five sites have been proposed to receive enhanced status through the new business rates initiatives (Maps of the proposed locations can be found in the annexes).

4.6.2. Two proposed **Investment Zone Enhanced Business Rates Areas**:

1. Manchester “Smile” (Annex 2):

- Boundary covers sites in Manchester and Salford
- Total Hectares: 209.1
- Includes Mayfield site
- Includes ID Manchester site
- Western tip to Salford University

2. Northern Gateway (Annex 3):

- Boundary covers sites in Rochdale and Bury
- Total Hectares: 388.27

4.6.3. Three proposed ***Growth Zones Enhanced Business Rates Areas***:

1. Manchester CC North & East (Annex 4):

- Boundary covers sites in Manchester and Salford
- Total Hectares: 143.86
- Includes Etihad and Co-op Live development sites

2. Salford Quays and Trafford Wharfside (Annex 5):

- Boundary covers sites in Salford and Trafford
- Total Hectares: 223.9

3. Trafford Park (Annex 6):

- Boundary covers sites exclusively in Trafford
- Total Hectares: 231.23

5. Next Steps and Timeline

5.1. The staging points for finalising the GM Investment Plan and Frontier Sector Development Plans are as follows:

Nov-Dec:

- Investment Plan Principles sign off by Chief Execs Investment Group
- Finalise Investment Plan
- Finalise Frontier Sector Development Plan framework and process
- Complete Plan for Advanced Materials and Manufacturing
- Start Plans for other Sectors

Jan-Feb:

- GMCA Approval of Investment Plan
- Complete Health Innovation and Life Sciences Plan
- Complete Clean Growth and Low Carbon Goods and Services Plan

- Complete Digital, Creative and Media Plan

Apr-Jun:

- Integrate plans and ensure plans are linked into relevant milestones in GM Investment Plan implementation.

Annex 1: Frontier Sector Development Framework

Overarching Economic Strategy

Greater Manchester Strategy + Local Industrial Strategy + GM Innovation Plan

Current state of sector and cluster(s)	Updated narrative in sector and its development, covering: <ul style="list-style-type: none">• Sector's current size and features: businesses, employment and geography• Key technologies and specialisation: specific business clusters, R&I assets or technological capabilities.• Leadership sector bodies, champions, collaborations and partnerships.• Opportunities for growth.• Constraints on growth.
Ambitions for Growth	Ambitions: specific development priorities: <ul style="list-style-type: none">• Growth in jobs and businesses• Improvements in productivity• Types of jobs and corresponding education and skills needed• Investment in innovation• International trade and exports• Types of industrial and other spaces needed• Levels of public and private investment needed

What we need to do to achieve growth	Actions needed to achieve the ambitions for growth – including per each Growth Location: <ul style="list-style-type: none">• Sector leadership• Research and innovation• Skills• Local infrastructure• Local Enterprise and Business Support• Planning and development
How we're going to work	Resources and support needed to deliver the actions: <ul style="list-style-type: none">• Government• GMCA• Non-Government eg. universities, further education colleges, sector bodies, businesses, developers, investor community. Ensuring wider benefits from investing in the sector including: <ul style="list-style-type: none">• Inequalities• Decarbonisation• Links to other sector development plans• Links to BFPS• Links to development of GM's 'essential' or foundational economy

How we will measure success

Outputs e.g.

- Businesses supported
- People being trained
- Number of high value jobs created
- Planning applications/development pipeline
- Innovation funding

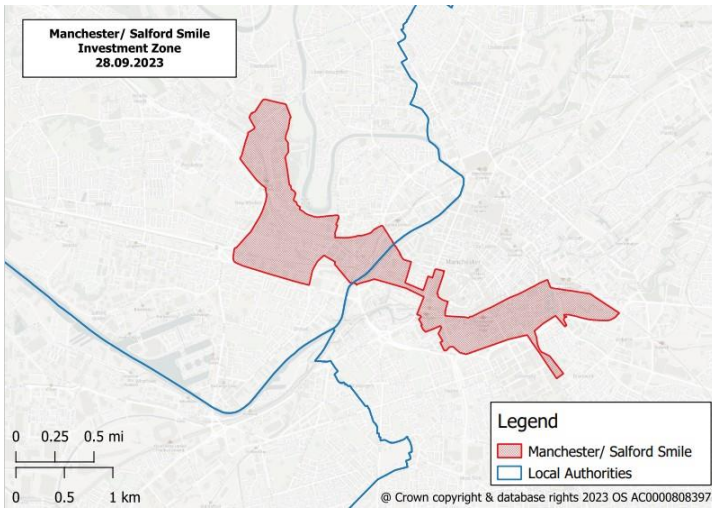
Outcomes e.g.

- Qualified people, upskilled works
- Floor space unlocked
- Investment in machinery and technology
- R&D activity undertaken
- Exports

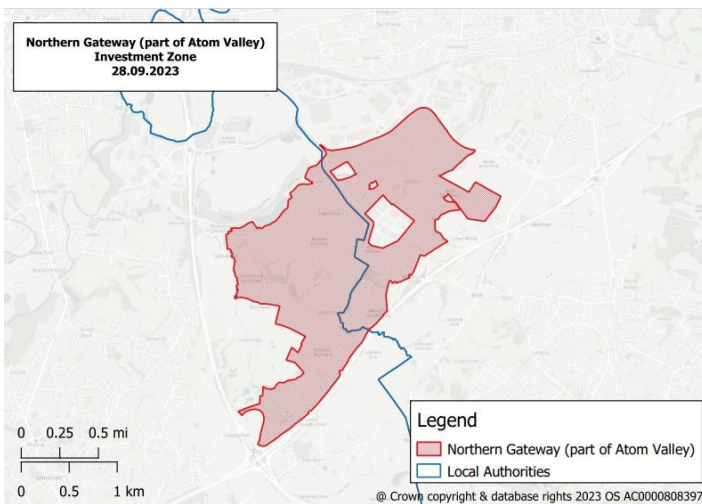
Impacts e.g.

- Increase in productivity and growth
- Increased earnings and good employment
- Increased investment in R&D (public and private)
- Reductions in carbon

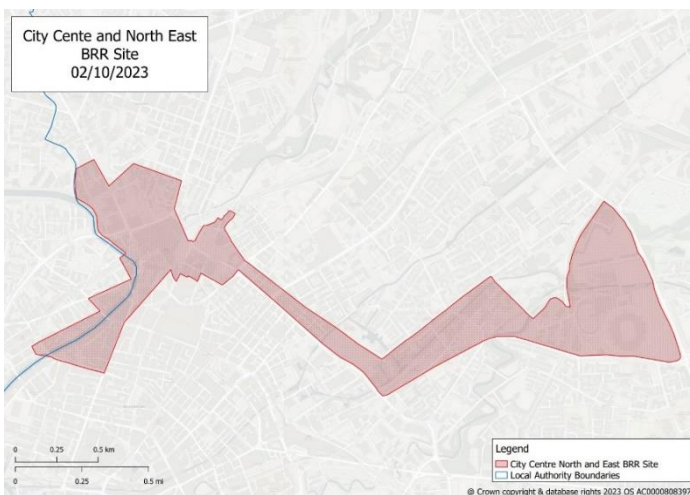
Annex 2: Manchester “Smile”



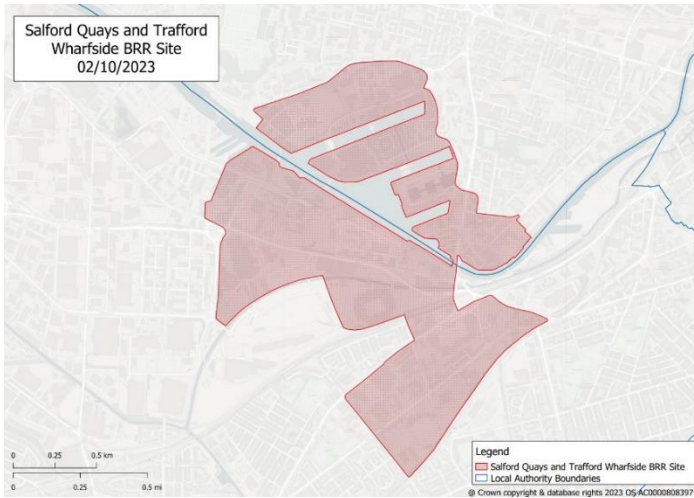
Annex 3: Northern Gateway



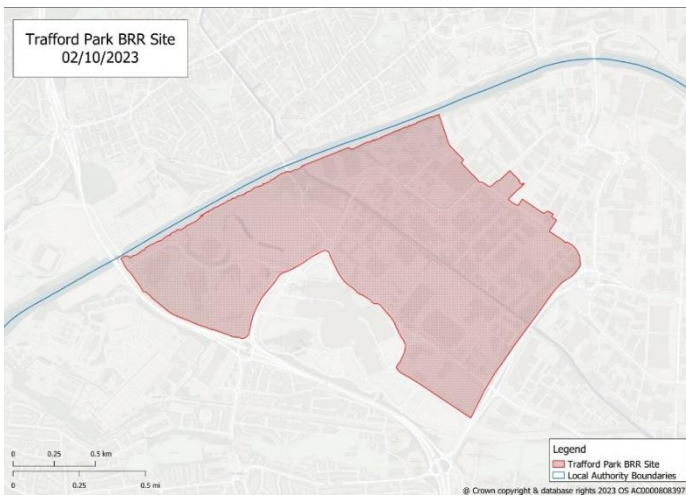
Annex 4: Manchester City Centre North and East:



Annex 5: Salford Quays and Trafford Wharfside



Annex 6: Trafford Park



GMCA Overview and Scrutiny Committee

Date: Wednesday 22nd November 2023
Subject: Local Transport Plan process and renewing our vision
Report of: GM Mayor, Andy Burnham

Purpose of Report

The Greater Manchester Transport Strategy 2040 (GMTS 2040) is GM's statutory Local Transport Plan. GMTS 2040 is Greater Manchester's plan to ensure everyone has access to safe, decent and affordable transport. It sets out how transport will help deliver the Greater Manchester Strategy's ambition of a greener, fairer and more prosperous city region. We are developing a document, 'Renewing Our Vision' which sets out how we are renewing our Local Transport Plan Vision. It is a high-level document which will be used to engage with stakeholders as we develop the refreshed Local Transport Plan.

Recommendations:

The GMCA Scrutiny Committee is asked to:

1. Comment on the preparation of a new Local Transport Plan to date (LTP); including the development of a 'Renewing Our Vision' LTP engagement document; and
2. Provide feedback on the contents of the report, specifically the vision statement, LTP goals, spatial themes and network ambitions.

Contact Officers

Martin Lax, Transport Strategy Director, TfGM

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Jonathan Marsh, Head of Strategic Planning and Innovation, TfGM

jonathan.marsh@tfgm.com

Rosalind O'Driscoll, Head of Policy, Insight & Public Affairs, TfGM

rosalind.o'driscoll@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

Note the importance of the LTP to deliver the wider objectives of the GM Strategy and the intention to undertake an Equalities Impact Assessment (EIA) as part of a wider Integrated Assessment that will also include Strategic Environmental Assessment (SEA), Health Impact Assessment (HIA) and Habitat Regulation Assessment (HRA).

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	A key aim of the LTP will be to support equality of opportunity for all.
Health	G	The LTP will set the strategic framework transport to influence and improve health outcomes
Resilience and Adaptation	G	The LTP will set the framework for the creation of a resilient transport network that is better adapted to climate change impacts in the future.
Housing	G	The LTP will set the framework for improving access to housing, the creation of key transport connections to new-build sites and sustainable release of new development.
Economy	G	The LTP will set the framework for investment in the transport network to improve reliability and efficiency to boost local economies and improve access to employment locations
Mobility and Connectivity	G	The LTP will set the framework for improved mobility and connectivity
Carbon, Nature and Environment	G	The LTP will set the framework for improving local air quality, reducing carbon emission, and environmental protection and improvement, through transport interventions.
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		The LTP will set out the vision, ambition and policy requirements for the transport network to achieve carbon neutrality by 2038.

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.
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Carbon Assessment

Overall Score



Buildings

Result

Justification/Mitigation

New Build residential

#####

LTP will set the framework for consideration at infrastructure design stage

Residential building(s)
renovation/maintenance

N/A

New build non-
residential (including
public) buildings

N/A

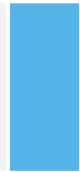
Transport

Active travel and public
transport



The LTP will set the framework for active travel and public transport improvements

Roads, Parking and
Vehicle Access



The LTP sets the framework for access to development and delivery of electric vehicle charging points. Some road capacity improvements are likely to be required to release development in conjunction with Active Travel and Public Transport improvements, and in some circumstances the provision of infrastructure may lead to a decrease in parking spaces.

Access to amenities



The LTP will set the framework for improved access to shops and services - however, the question relates to "a development" so is not directly applicable.

Vehicle procurement

N/A

Land Use

Land use



The LTP will set the framework for transport infrastructure, net gain and preservation of green space and habitats will be an important tenet.

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

N/A

Legal Considerations

There are no specific legal implications with regards to this report.

Financial Consequences – Revenue

Staff time and resources are required within both TfGM and each local authority to prepare and consult on the LTP refresh.

The document will inform government transport investment decisions, so failure to deliver in line with DfT requirements is likely to impact on future funding levels for GM.

Funding for external consultants to prepare an independent Integrated Assessment and for public engagement and consultation will be met from existing budgets.

Financial Consequences – Capital

The document will inform government transport investment decisions, so failure to deliver in line with DfT requirements is likely to impact on future funding levels for GM.

The refreshed LTP core strategy document will contain high-level priorities and will set out the broad funding 'ask' of government. The Delivery Plan (2027-32) will contain more detailed information on capital funding requirements for GM transport schemes. The strategy will also need to reflect recent government announcements regarding Network North.

Number of attachments to the report: 0

Background Papers

[Greater Manchester Transport Strategy 2040](#)

[Report to Bee Network Committee, 26 October 2023, Local Transport Plan Process](#)

Tracking/ Process

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

This report sets out the process for refreshing Greater Manchester Local Transport Plan, approval of which will be a major strategic decision taken by GMCA.

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

1. Introduction

Background – LTP Refresh

- 1.1 Greater Manchester's Local Transport Plan (LTP) is a statutory document that sets out the city region's long-term ambitions for transport. Our current LTP is the Greater Manchester Transport Strategy 2040 (GMTS 2040) and was prepared in collaboration with the ten Greater Manchester (GM) Local Authorities.
- 1.2 GMTS 2040 was adopted in 2017, with a light refresh undertaken in 2021.
- 1.3 The LTP guides future investment and strategic policy decisions for transport across GM by demonstrating a clear rationale for intervention, high-level government funding and local investment for transport.
- 1.4 The LTP needs updating – the Department for Transport (DfT) has asked to see all local authorities and combined authorities have up to date LTPs. DfT have engaged on the content of new LTP guidance over the last 12 months. DfT have not set a date for issuing the LTP guidance but remain committed to doing so.

Renewing our LTP vision

- 1.5 As part of this process, we are renewing our vision for transport. We are developing a high-level document which will be used to engage with stakeholders as we develop the refreshed LTP and its vision.
- 1.6 This document will be a tool that supports input from across GM and ensures that collective ambitions for transport are reflected in our refreshed LTP.

2. Our Current Vision for Transport

- 2.1 The current LTP, GMTS 2040, identifies what Greater Manchester needs from its transport system to help create a successful, resilient city region, ready to tackle the challenges and opportunities of the 21st Century.
- 2.2 **Vision Statement:** Our current vision statement is for GM to have “world class connections that support long-term, sustainable economic growth and access to opportunity for all, supporting the Greater Manchester Strategy's ambition for a greener, fairer and more prosperous city region”. This vision is underpinned by four key elements, which represent the goals of the strategy: Supporting sustainable economic growth; Protecting our environment; Improving quality of life for all and; Developing an innovative city region.

2.3 **Seven Network Ambitions:** Our Local Transport Plan identifies seven network principles, which we apply consistently as we improve Greater Manchester's transport system to ensure that it meets the needs of all transport users. The vision is underpinned by seven 'Network Ambitions' which guide how Greater Manchester is to meet its objectives for transport by 2040:

- Integrated
- Inclusive
- Healthy
- Environmentally responsible
- Reliable
- Safe and secure
- Well-maintained and resilient

2.4 **Growth and Right Mix:** Our current vision for transport in GM is also built around our Right Mix target – that by 2040, 50% of all journeys in Greater Manchester will be made by public transport or active travel, with no net-growth in motor vehicle traffic over that period. At the same time, demand for transport in Greater Manchester is expected to grow, as a result of population and economic growth.

2.5 **Spatial Themes:** To support development of the Transport Strategy and delivery of our Right Mix ambition, trips in GM have been grouped into spatial themes. Grouping journeys into spatial themes can help us to identify which trips might be the most effective to target in order to meet our Right Mix ambition. For example, we can target an increase in neighbourhood trips by public transport or active travel by making neighbourhoods more attractive places to walk, wheel or cycle around. The proposed Spatial Themes are:

- Neighbourhood trips
- Regional Centre trips
- Wider City Region trips
- City to City trips
- Town Centre trips

While town centres have always been a key consideration in transport planning, they have not previously had a dedicated spatial theme.

3. Renewing Our Vision

- 3.1 As we refresh our LTP, the time is right to renew our vision. Greater Manchester and its transport network are in a different position compared to when the LTP was first published in 2017. New opportunities have emerged, for instance the development of the Bee Network or new powers devolved to GM in the Trailblazer Deal. At the same time, new challenges have arisen, like the long-lasting impacts of the COVID-19 pandemic.
- 3.2 Locally, we have also set new strategic ambitions since 2017. Our Places for Everyone Plan and target of carbon neutrality by 2038, alongside other strategies, need to be reflected in our LTP vision.
- 3.3 To respond to these changing circumstances, our stakeholder engagement materials will include a review of our LTP ambitions and policies.

Review priorities

- 3.4 Renewing the core components of the LTP vision will be based around the following key questions:
- Do the vision statement and four goals capture our long-term strategic ambitions for transport in Greater Manchester?
 - Are the proposed Spatial Themes right?
 - Are the proposed Network Ambitions right?
- 3.5 **Right Mix:** Our Right Mix target is also under review. As mentioned, Greater Manchester is operating under a different set of circumstances compared to when the Right Mix target was agreed in 2019. It is therefore timely that we review this ambition, to make sure it accounts for new travel behaviours, our long-term commitments for the environment, road safety, congestion and growth.
- 3.6 The efficient movement of people and goods across the network is vital for us to enable economic growth, to become carbon neutral by 2038 and to make Greater Manchester a healthier city region.
- 3.7 As part of our Right Mix ambition, we developed a pathway to achieving it. This was last updated in 2021. Further work will be needed to develop a new Right Mix pathway as part of the refreshed Local Transport Plan.
- 3.8 **Network Ambitions:** Linked to each of the seven principles is an ambition for how the transport network will have developed by 2040. The review will provide a

summary of the ambitions, set out what progress we have made and what future work is planned to help us achieve them.

3.9 On the basis of changes to transport in GM in recent years, the review will make a series of recommended changes to the Network Ambitions that better reflect transport in GM as it is now, and what is coming in the future. For example:

- Our **integrated** ambition should reflect the Bee Network as this is now central to providing seamless and easy-to-use services.
- Our **Inclusive** ambition should also refer to '**affordable**' which represents our commitment to keep fares as low as possible.
- **Environmentally responsible** should become **sustainable** to align with our Bee Network customer commitments.

3.10 On the basis of the above, scrutiny members are asked to consider whether the core elements of the existing Vision will address today's challenges and opportunities for transport.

Who has been engaged so far?

3.11 While TfGM officers are drafting the renewed LTP vision, members and officers from across Greater Manchester have a key role to play in its development. Their feedback and comments will be key to its direction and evolution.

Next Steps

3.12 The 'Renewing Our Vision' document is expected to be considered by the Bee Network Committee in December 2023.

3.13 The document will be the basis for targeted engagement with key stakeholders in early 2024 including members of GMCA Overview and Scrutiny Committee.

GMCA Overview & Scrutiny Committee

Date: 22 November 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 December 2023 – February 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 December 2023 – February 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

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GMCA Overview and Scrutiny draft Work Programme December – February 2023/24

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		To gain an understanding of the investment loan funds available through the GMCA.

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	The Mayor / Vernon Everitt		To consider TfGM's vision zero for deaths or serious injuries on the road network.
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Mid February – Information briefing tbc

7 February (single item agenda)

Item	Lead member / officer	Trajectory of item	Ask of scrutiny
GM Budgets	David Molyneux / Steve Wilson	GMCA February	To consider the GM budget proposals including the GMCA General Budget, GMFRS budget, GM Waste Budget and GM Transport Budget.
Bus Franchising Tranche 3	GM Mayor / Anne Marie Purcell	GMCA Feb / March	To consider the preferred bidder for tranche 3 of bus franchising.

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 Dec 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 Dec 2023 and 29 Feb 2024	Report with recommendations	Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk
GMCA ECO4 and GBIS Flex Sol V5	Approve the GMCA Energy Company Obligation 4 and Great British Insulation Scheme Flexible	Greater Manchester Combined Authority	15 Dec 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.						
Biowaste management strategy and Procurement of treatment capacity	To approve the strategy for management of biowaste and to commence a procurement for future treatment capacity	Greater Manchester Combined Authority	22 Mar 2024	Report with recommendations	Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk
Transport							
Bus Franchising	To approve the award of:	Chief Executive	Between 1 Dec 2023 and	Report with recommendations	GM Mayor Andy Burnham		Steve Warrener

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 64	(i) the franchise contracts relating to bus franchising; (ii) contracts for the provision of various franchise scheme related services and goods (including all contracts for the provision of equipment,	Officer GMCA & TfGM	29 Feb 2024	ons	GM Mayor Andy Burnham		steve.warrener@tfgm.com
		GM Mayor	Between 1 Dec 2023 and 29 Feb 2024		GM Mayor Andy Burnham		
		Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024				

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 65	hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme); and (iii) contracts for the acquisition						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 66	and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme.						
	City Region Sustainable Transport	To approve allocations and Governance	Chief Executive Officer GMCA	Between 1 Dec 2023 and 29 Feb 2024	Report and recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Settlement (CRSTS)	and Assurance arrangements for specific schemes as and when required.	& TfGM Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024			& TfGM	
Page 67 Bus Depot Acquisitions	To negotiate and approve procedural changes for the acquisition of bus depots to support Tranches 2 and 3 bus franchising, within previously	Chief Executive Officer GMCA & TfGM Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024 Between 1 Dec 2023 and 29 Feb 2024	28 Delivering the Bee Network - Bus Fares Fleet Depots and CRSTS	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
	approved capital and revenue budgets for bus franchising.						
Bus Depot leases Franche 2 and 3	To agree the final terms of leases of bus depots both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to	Chief Executive Officer GMCA & TfGM	Between 1 Dec 2023 and 29 Feb 2024	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
	be granted to the franchise bus operators for Tranches 2 and 3.						
Bus Depot Acquisitions Treasurer Decision Tranches 1, 2 & 3	To agree the terms of any agreement between GMCA and TfGM to bring Tranche 1 leases in line with Tranches 2 and 3.	Treasurer GMCA	Between 1 Dec 2023 and 29 Feb 2024	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com
Subsidised Services	To approve forthcoming changes to subsidised bus	Bee Network Committee Chief	Between 1 Dec 2023 and 29 Feb 2024	Report with Recommendations	GM Mayor Andy Burnham GM Mayor	Chief Executive Officer GMCA & TfGM	Stephen Rhodes stephen.rhodes@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	services.	Executive Officer GMCA & TfGM	Between 1 Dec 2023 and 29 Feb 2024		Andy Burnham		
Active Travel Programme	Approval to release funding to progress the development and delivery of cycling and walking schemes and programmes.	Bee Network Committee	Between 1 Dec 2023 and 29 Feb 2024	Report with Recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA & TfGM	Steve Warrener steve.warrener@tfgm.com
Local Growth Deal (1, 2 and 3) six monthly progress update	To grant Full or Conditional Approval and/or release funding /	Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024	Report with Recommendations	GM Mayor Andy Burnham	Chief Executive Officer GMCA & TfGM	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 71	approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.						
	Active Travel Capital Pipeline	To approve CRSTS funding to enable continued	Bee Network Committee	Between 1 Dec 2023 and 29 Feb 2024	Report with recommendations	GM Mayor Andy Burnham	Richard Nickson richard.nickson@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	delivery of the Active Travel pipeline.						
Zero Emission Bus Regional Areas Fund 2 Bid submission	<p>Agree in principle to submit a bid to DfT for the ZEBRA 2 fund and delegate full approval of the full business case to the Chief Executive of GMCA & TfGM.</p> <p>Agree the submission of</p>	Chief Executive Officer GMCA & TfGM, Bee Network Committee	Between 1 Dec 2023 and 31 Mar 2024	Report with recommendations			Steve Warrener steve.warrener@tfgm.com

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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
	a full business case bid to the DfT for the ZEBRA 2 Fund.						
Bee Network Advertising Policy	To review the Bee Network Advertising Policy to ensure it aligns with and support the objectives of the Greater Manchester Strategy.	Bee Network Committee	Between 1 Dec 2023 and 31 Mar 2024	Report with recommendations	GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com
Local Transport Plan	To note the preparation and review	Greater Manchester Combined	Between 1 Dec 2023 and 31 Mar 2024	Report with recommendations	GM Mayor Andy Burnham		Martin Lax martin.lax@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	process and approve the Local Transport Plan as and when a decision is required.	Authority Bee Network Committee	Between 1 Dec 2023 and 31 Mar 2024		GM Mayor Andy Burnham		
Transport Network Planning and Review Process	To approve the proposed approach to reviewing and developing the franchised bus network through a programme of network reviews.	Bee Network Committee	Between 1 Dec 2023 and 31 Mar 2024	Report with recommendations	GM Mayor Andy Burnham		Stephen Rhodes stephen.rhodes@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 75	To approve the proposed network planning guidelines.						
	To approve the 12-month programme of network reviews.						
Quality Bus Transit	To approve CRSTS funds to upgrade existing pedestrian crossings on three Quality Bus Transit	Greater Manchester Combined Authority Bee Network Committee	Between 1 Dec 2023 and 31 Mar 2024 Between 1 Dec 2023 and 31 Mar 2024	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	corridors.						
Sale West to Altrincham Network Improvements	To approve CRSTS funds to implement signal priority for late running buses and install permit automatic traffic counters on the Sale West to Altrincham corridor.	Greater Manchester Combined Authority Bee Network Committee	Between 1 Dec 2023 and 29 Feb 2024 Between 1 Dec 2023 and 29 Feb 2024	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com
Technical Education & Skills							
ESF Skills for Growth	To proceed with the	Chief Executive	Between 1 Dec 2023 and	Report with recommendations	Councillor Eamonn	Treasurer GMCA	Gemma Marsh gemma.marsh

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Commissioning	procurement and contracting of providers and activity relating to the GM Skills for Growth programme.	Officer GMCA & TfGM	29 Feb 2024	ons	O'Brien		@greatermanchester-ca.gov.uk
GM Adult Skills Programme (including devolved Adult Education Budget and Free Courses for Jobs funding)	To approve a cost of delivery exceptional payment to AEB Skills Providers for the 2022/2023 academic year.	Chief Executive Officer GMCA & TfGM	Between 1 Dec 2023 and 29 Feb 2024	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
2022/2023 academic year update and 2023/2024 academic year forward plan Page 78	To note progress of the 2023/2024 Adult Education Budget commissioning process and where applicable, the selected skills providers To grant delegated authority to the GMCA Treasurer to take forward						

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 79</p>	<p>the AEB commissioning , including to contract award.</p> <p>To approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded further education institutions.</p> <p>To grant delegated</p>						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Page 80	authority to the GMCA Treasurer to agree any minor changes that arise during discussions between each institution and GMCA.						
Skills Bootcamps 2023 - 2024: Phase 2 commissioning ; Sector 3 (recommissioning): Adv	To proceed with the procurement and contracting of providers and activity relating to the GM	Treasurer GMCA	Between 1 Dec 2023 and 29 Feb 2024	National Skills Funding (CA report Feb 2023)	Councillor Eamonn O'Brien		Hannah Vincent hannah.vincent@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
Manufacturing; Sector 8: Security; Sector 9: Residential Childcare	Skills Bootcamps programme.						
Resources and Investment							
Greater Manchester Business Funds	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to	Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024	Report with Recommendati ons	Councillor David Molyneux	Chief Executive Officer GMCA & TfGM	Kirsteen Armitage kirsteen.armita ge@greaterma nchestre- ca.gov.uk

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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
	existing investments, including where relevant negotiated settlements.						
Revenue and capital budget updates	Approve revisions to revenue budget and capital programme. July / October and February.	Greater Manchester Combined Authority	22 Mar 2024	Report with recommendations	Councillor David Molyneux		Rachel Rosewell rachel.rosewell@greatermanchester-ca.gov.uk
Mayoral General Budget 2024/25 and Precept	Consideration of the GM Mayor's proposal for the 2024/25	Greater Manchester Combined Authority	26 Jan 2024	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@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
Proposals including GMFRS Page 83	Mayoral General Precept including the Fire and Rescue Authority precept and whether Members of GMCA would wish to submit any written comments to the Mayor in line with the legal process and timetable.						
GMCA	To approve the	Greater	9 Feb 2024	Report with	Councillor		Steve Wilson

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
General Revenue Budget 2024/25	2024/25 budget relating to the GMCA functions (excluding transport and waste), including local authority contributions and use of reserves.	Manchester Combined Authority		recommendations	David Molyneux		Steve.Wilson@greatermanchester-ca.gov.uk
Transport Revenue Budget 2024/25	To approve the 2024/25 GMCA budget relating to transport functions including the	Greater Manchester Combined Authority	9 Feb 2024	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@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
	levy and statutory charge to GM local authorities and use of reserves.						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Decision 8</p> <p>Mayoral General Revenue Budget 2024/25 including GMFRS</p>	To approve the 2024/25 Mayor's General budget, including the Fire and Rescue Authority, use of reserves and calculation of the precepts	Greater Manchester Combined Authority	9 Feb 2024	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@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 council tax rates.						
Waste and Recycling Revenue Budget 2024/25	To approve the 2024/25 waste budget, levy to GM local authorities and use of reserves.	Greater Manchester Combined Authority	9 Feb 2024	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Capital Programme 2023-2027	To approve the capital programme, including the quarter 3 update to the 2023/23 budget and the 2024/25 budget and	Greater Manchester Combined Authority	9 Feb 2024	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@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
	forward plan.						
GMCA Revenue Update Quarter 3 - 2023/24	Approve any revisions to the 2023/24 GMCA revenue budgets at the end of quarter 3.	Greater Manchester Combined Authority	9 Feb 2024	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Approval of the GMCA Capital Strategy for 2024/25	To approve the 2024/25 GMCA Capital Strategy with sets out the overarching principles and processes by which capital and	Greater Manchester Combined Authority	22 Mar 2024	Report with recommendations	Councillor David Molyneux		Lindsey Keech lindsey.keech@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
	investment decisions will be made.						
Approval of the Treasury Management Strategy and Annual Investment Strategy 2024/25	To approve the Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for 2024/25 to 2026/27.	Greater Manchester Combined Authority	22 Mar 2024	Report with recommendations	Councillor David Molyneux		Lindsey Keech lindsey.keech@greatermanchester-ca.gov.uk
Housing							
GM City Deal Receipts -	The approval of investments	Greater Manchester	Between 1 Dec 2023 and	Report	Councillor Gerald Cooney		Michael Walmsley

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Investment Approval Recommendations	funded with City Deal Receipts received from Homes England.	Combined Authority	29 Feb 2024				Michael.Walmsley@greatermanchester-ca.gov.uk
GM Brownfield Programme	The allocation of funding from GMCA's brownfield programme to residential developments in GM.	Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024	Report with recommendations	Councillor Gerald Cooney		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Greater Manchester Housing Funds	To conditionally approve housing investments to	Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Michael Walmsley Michael.Walmsley@greatermanchester-

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	proceed to due diligence and/or note commercial changes to existing investments						ca.gov.uk
<p>Page 50</p> <p>Agreement to using further Greater Manchester Housing Investment Loan Fund surpluses</p>	<p>To agree the further use of Greater Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the GM Housing</p>	<p>Greater Manchester Combined Authority</p>	<p>Between 1 Dec 2023 and 29 Feb 2024</p>	<p>Report with Recommendations</p>	<p>Councillor Gerald Cooney</p>	<p>Chief Executive Officer GMCA & TfGM</p>	<p>Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk</p>

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Strategy						
Greater Manchester Property Funds	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Greater Manchester Combined Authority	Between 1 Dec 2023 and 29 Feb 2024	Report with Recommendations	Councillor Gerald Cooney	Chief Executive Officer GMCA & TfGM	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
GM Brownfield Programme - Year 2 and 3 Methodology and Allocations	1. Approve the methodology for prioritising schemes in Year 2 and 3	Greater Manchester Combined Authority	9 Feb 2024	GM Brownfield Fund- Year 2 and 3 Methodology and Spend Allocation	Councillor Gerald Cooney		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
Page 92	<p>of the GM Brownfield programme, as set out in Section 2 and Appendix 1</p> <p>2. Approve the allocation of up to £115m of the overall £150m funding devolved to GMCA</p> <p>3. Delegate authority to the GMCA Treasurer, acting in</p>						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	conjunction with the GMCA Monitoring Officer, to effect the necessary legal agreements						
Economy, Business and Inclusive Growth							
UKSPF E23 Addressing Inequalities in Business Support	<ul style="list-style-type: none"> Agree the recommendations of the GM UKSPF Local Partnership Board on the proposal for the UKSPF 	Greater Manchester Combined Authority	15 Dec 2023	Report with recommendations	Councillor Bev Craig		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
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 94</p>	<p>E23 programme: Addressing Inequalities in Business Support.</p> <ul style="list-style-type: none"> To grant delegated authority for the award of contracts to the GMCA Treasurer in consultation with the Resources and Investment Portfolio Leader and 						

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Lead Chief Executive for Economy, Business and International.						
UK Shared Prosperity Fund- Support for the Social Economy Page 9 of 9	To agree the contract award for the UKSPF Support for the Social Economy Programme, following an open and competitive procurement process.	Treasurer GMCA	Between 1 Dec 2023 and 31 Dec 2023	Report with recommendations	Councillor Bev Craig		John Wrathmell john.wrathmell@greatermanchester-ca.gov.uk

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