

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Friday, 24th November, 2023

TIME: 10.45 am

VENUE: Council Chamber, Bolton Town Hall, Victoria Square,
Bolton, BL1 1RU (Access via Albert's Hall entrance)

AGENDA

1. **Apologies**
2. **Chairs Announcements and Urgent Business**
3. **Declarations of Interest** 1 - 4

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

4. **GMCA Minutes - 27 October 2023** 5 - 20

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

5. **Greater Manchester Bee Network Committee Minutes - 26 October 2023** 21 - 30

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.

To note the minutes of the Greater Manchester Bee Network Committee held on 26 October 2023.

6. GMCA Resources Committee Minutes - 27 October 2023 31 - 38

To approve the minutes of the GMCA Resources Committee held on 27 October 2023.

7. GMCA Overview & Scrutiny Committee Minutes - 25 October 2023 39 - 50

To note the minutes of the GMCA Overview & Scrutiny Committee meeting held on 25 October 2023.

8. GMCA Audit Committee Minutes - 15 November 2023 - To Follow

To note the minutes of the GMCA Audit Committee held on 15 November 2023.

9. Baird Review Update

Verbal report of Deputy Mayor, Police, Crime & Fire, Kate Green.

10. Greater Manchester Business Board Membership Review 51 - 60

Report of Councillor Bev Craig, Portfolio Lead for Economy, Business & Inclusive Growth.

11. Greater Manchester's Response to 2022 Big Disability Survey 61 - 100

Report of Councillor Arooj Shah, Portfolio lead for Equalities and Communities.

- 12. Greater Manchester Children & Young People Programme Update** 101 - 112
- Report of Councillor Mark Hunter, Portfolio lead for Children and Young People.
- 13. Greater Than Violence': A Ten-Year Greater Manchester Violence Reduction Strategy** 113 - 148
- Report of Deputy Mayor, Police, Crime and Fire, Kate Green.
- 14. Innovation Greater Manchester - To Follow**
- Report of Councillor Bev Craig, Portfolio lead for Economy, Business and Inclusive Growth.
- 15. Public Sector Decarbonisation Scheme 3C Opportunity** 149 - 156
- Report of Councillor Tom Ross, Portfolio lead for Green City Region.
- 16. Greater Manchester Brownfield Programme** 157 - 164
- Report of Councillor Ged Cooney, Portfolio lead for Housing.
- 17. Greater Manchester Housing Delivery Plan** 165 - 172
- Report of Councillor Ged Cooney, Portfolio lead for Housing.
- 18. Mid - Year Treasury Review** 173 - 194
- Report of Councillor David Molyneux, Portfolio lead for Resources and Investment.

19. Greater Manchester Investment Recommendations

195 - 204

Report of Councillor David Molyneux, Portfolio lead for Resources and Investment.

20. Exclusion of Press and Public

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

PART B**1. Greater Manchester Investment Recommendations**

3

205 - 216

Report of Councillor David Molyneux, Portfolio lead for Resources and Investment.

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

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following
Governance & Scrutiny Officer: Governance and Scrutiny
✉ sylvia.welsh@greatermanchester-ca.gov.uk

This agenda was issued on 16 November 2023 on behalf of Julie Connor, Secretary to the
Greater Manchester Combined Authority, Broadhurst 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 GREATER MANCHESTER COMBINED AUTHORITY HELD ON FRIDAY 27TH OCTOBER 2023 AT BURY TOWN HALL

PRESENT

Mayor of Greater Manchester	Andy Burnham (in the Chair)
Deputy Mayor (Police, Crime & Fire)	Kate Green
Bury	Councillor Eamonn O'Brien
Oldham	Councillor Arooj Shah
Manchester	Councillor Joanna Midgley
Rochdale	Councillor Neil Emmott
Salford	City Mayor Paul Dennett
Stockport	Councillor Mark Hunter
Tameside	Councillor Ged Cooney
Trafford	Councillor Tom Ross
Wigan	Councillor Nazia Rehman

ALSO IN ATTENDANCE:

Bolton	Councillor Mrs Linda Thomas
Bolton	Councillor Nadim Muslim (Chair of Overview & Scrutiny Committee)
Rochdale	Councillor Janet Emsley (Chair of Police, Fire & Crime Panel)
GM Race Equality Panel	Elizabeth Cameron

OFFICERS IN ATTENDANCE:

Chief Executive Officer, GMCA & TfGM	Eamonn Boylan
GMCA Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Gillian Duckworth
GMCA Treasurer	Steve Wilson
GMCA Exec Director of Policy & Strategy	Simon Nokes

GMCA Director of Governance & Scrutiny	Julie Connor
Bolton	Rachel Tanner
Bury	Lynne Ridsdale
Manchester	Mark Duncan
Oldham	Harry Catherall
Rochdale	Steve Rumbelow
Salford	Maggie Kufeldt
Stockport	Caroline Simpson
Tameside	Sandra Stewart
Trafford	Sarah Saleh
Wigan	Sonia Halliwell
Office of the GM Mayor	Kevin Lee
GMCA	Sylvia Welsh
GMCA	Lee Teasdale

GMCA 183/23 APOLOGIES

That apologies be received and noted from Councillor Nicholas Peel (Bolton), Councillor Bev Craig (Manchester), Councillor David Molyneux (Wigan), Sue Johnson (Bolton), Tom Stannard (Salford), Sara Todd (Trafford) and Alison McKenzie-Folan (Wigan).

GMCA 184/23 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Mayor of Greater Manchester, Andy Burnham, advised that the GMCA & TfGM Chief Executive Eamonn Boylan had announced his intention to retire following the May 2024 Mayoral Elections. The Mayor reflected on how vital the support of Eamonn had been to him throughout his six years as Mayor, particularly throughout the Bee Network process. It was advised that discussions had been taking place

through the Resources Committee to agree the recruitment process for a new Chief Executive and the GMCA would be further updated on this in due course.

An update was provided on the HS2 situation following the announcement by Government over the decision to scrap the Manchester to Birmingham arm of the HS2 network. It was felt that the decision-making process for this had not been conducted in an appropriate way, and that this was particularly disappointing after officers within Greater Manchester had worked on the plans around this for a full decade in good faith.

There were opportunities arising from what had now been announced, for example £12bn within the plan for a proposed new line between Greater Manchester and the Liverpool City Region. The HS2 Phase 2b plans in relation to Greater Manchester had also been safeguarded until the summer of 2024 to allow time for Greater Manchester/TfGM to work with the Liverpool Combined Authority to work on a plan for improving rail connectivity in both regions. It was hoped that this would include discussions for both a new station at the Airport and an underground station at Manchester Piccadilly.

In reference to the Phase 2 part of the plan (Crewe to Birmingham) the Government had signalled plans to dispose of the reserved land within a matter of weeks. This timetable would not allow sufficient time for the concessions that the West Midlands Mayor had agreed for consideration of the alternatives to HS2 in increasing rail capacity between Birmingham and Manchester. A letter had now been sent to the Secretary of State for Transport asking for an alignment of the timetable for the consideration of these issues in which the land would be protected for at least another nine month period. The GMCA would be updated in due course on whether the proposal had been accepted.

Reference was made to the ongoing tragic events unfolding in the Middle East and the stress and anxiety that many residents of Greater Manchester would be going through in relation to this. The Mayor advised that he had attended the vigil held by the Jewish Community following the initial attacks and would this afternoon be meeting with representatives from the Muslim Community for a listening event. It was vital to

engage with all communities in the sub region, all communities would be treated with equal respect.

All present expressed their condolences and best wishes to the family and friends of Sir Bobby Charlton following his sad passing, and his incredible contribution to the promotion of Greater Manchester on the football world stage was acknowledged.

RESOLVED /-

1. That the announcement that Eamonn Boylan would be retiring as the Chief Executive of Greater Manchester Combined Authority & Transport for Greater Manchester following the May 2024 Mayoral Elections be acknowledged.
2. That the latest rail network development updates be received following the decision of the Government to cancel the Manchester to Birmingham arm of HS2.
3. That it be noted that the Combined Authority will be kept informed of the outcomes following the letter sent to the Department for Transport requesting that protections of the land purchased for HS2 be extended into 2024 to ensure full consideration of the options available.
4. That it be noted that following the ongoing tragic events in the Middle East, the Mayor has met with the Greater Manchester Jewish Community and the Mayor and Leaders will today be meeting with the Greater Manchester Muslim Community.
5. That Members express their condolences and best wishes to the family and friends of Sir Bobby Charlton following his sad passing, and that his incredible contribution to the promotion of Greater Manchester on the world stage be acknowledged.

GMCA 185/23 DECLARATIONS OF INTEREST

RESOLVED /-

That Mayor Andy Burnham declared an interest in Item 17 (Electric Vehicle Charging Tariff) and would vacate the Chair and leave the meeting for consideration of this item.

**GMCA 186/23 MINUTES OF THE GMCA MEETING HELD ON 29 SEPTEMBER
2023**

RESOLVED /-

That the minutes of the GMCA meeting held on 29 September 2023 be approved as a correct record.

**GMCA 187/23 MINUTES OF THE GMCA RESOURCES COMMITTEE
MEETING HELD ON 29 SEPTEMBER 2023**

RESOLVED /-

That the minutes of the GMCA Resources Committee meeting held on 29 September 2023 be approved as a correct record.

**GMCA 188/23 MINUTES OF THE GMCA OVERVIEW AND SCRUTINY
COMMITTEE MEETINGS HELD ON 27 SEPTEMBER 2023**

RESOLVED /-

That the minutes of the GMCA Overview & Scrutiny Committee meeting held on 27 September 2023 be noted.

**GMCA 189/23 MINUTES OF THE BEE NETWORK COMMITTEE HELD ON 28
SEPTEMBER 2023**

RESOLVED /-

That the minutes of the Bee Network Committee held on 28 September 2023 be noted.

**GMCA 190/23 MINUTES OF THE GREATER MANCHESTER WASTE &
RECYCLING COMMITTEE HELD ON 11 OCTOBER 2023**

RESOLVED /-

That the minutes of the Greater Manchester Waste & Recycling Committee meeting held on 11 October 2023 be noted.

GMCA 191/23 GREATER MANCHESTER EQUALITY STRATEGY

The Mayor of Greater Manchester, Andy Burnham, opened the item by thanking Elizabeth Cameron for her leadership over the past year as the first chair of the Greater Manchester Race Equality Panel. He also congratulated her strong work and leadership in raising the profile of equality issues before inviting Councillor Arooj Shah, Portfolio Lead for Equalities and Communities, to introduce the item which outlined the next steps required to achieve meaningful change for our racially diverse communities.

Councillor Shah stated that the purpose of the Strategy was to bring the issues highlighted within it out into the open, the Panel had been given an important level of freedom by the Mayor to truly broach the subject and ask sometimes uncomfortable questions about structural inequality. The Strategy would not be easy to implement and would face challenges, but there was a full commitment to breaking down as many barriers as possible. It was important to remember that the members of the Race Equality Panel were volunteers, and it was not their responsibility to implement the five key themes within the Strategy, this responsibility fell upon local political and organisational leads and it was vital all endorsed and bought into the Strategy in full.

Councillor Nadim Muslim was then invited, as the Chair of GMCA Overview & Scrutiny, to advise of the comments made by that Committee. Councillor Muslim welcomed the fact that Strategy was now being brought to the Committee providing the opportunity to feed into them at an earlier stage. The Committee had broadly

welcomed the Strategy's approach to tackling the issues found cross the region, and whilst the task would be significant, the Strategy had clear areas for prioritisation.

The outgoing Chair of the Race Equality Panel Elizabeth Cameron was then invited to comment. She commented that the commitment of the GMCA in actively pushing this agenda forward was strongly welcomed and provided the Panel members with the energy to spur them on in the development of the Strategy – and it was hoped that this would form a lasting legacy. The themes within the Strategy were fully supported and it was time now to bring the 'experts' in to ensure that the resources and contacts are made available to build upon the work of the Panel.

RESOLVED /-

1. That the contents of the report be noted.
2. That it be noted that the GMCA would consider its role in supporting delivery of the themes and actions within the proposed framework and development of a Race Equality Strategy.
3. That the key themes and actions, as set out in the report, including the appointment of a political and organisational lead from each local authority to drive forward individual action and collective development of a Greater Manchester Race Equality Strategy be endorsed.
4. That the points raised through the GMCA Overview & Scrutiny Committee be received and noted.
5. That the comments made by The Chair of the GM Race Equality Panel be received and noted.
6. That the GMCA record it thanks to Elizabeth Cameron for chairing the first year of the GM Race Equality Panel.

**GMCA 192/23 IMPLEMENTATION OF GREATER MANCHESTER
VOLUNTARY, COMMUNITY, FAITH AND SOCIAL
ENTERPRISE (VCFSE) ACCORD AND A FAIR FUNDING
PROTOCOL**

Councillor Arooj Shah, Portfolio Lead for Communities and Equalities introduced a report seeking GMCA approval of the Fair Funding Protocol.

The GMCA had previously approved a new tripartite Accord agreement with the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector and NHS Greater Manchester, to act as a framework for collaboration involving VCFSE leaders and organisations in the delivery of the Greater Manchester Strategy (GMS) and the thematic strategies and delivery plans that would exist to deliver the GMS vision. The Accord had been endorsed through the Executive structures of all ten of the Greater Manchester local authorities. In March 2022, a five-year Implementation Plan for the Accord was published, and the report provided an update on the work that was currently taking place across Greater Manchester.

It was clear that a huge amount of progress has been made already, with VCFSE sector representatives “at the table” in the places where important decisions were made across the NHS, Health and Social Care and GMCA partnerships. The sector was playing a strong role across all the commitments and thematic areas of the GMS, and improvements have been made in the sector’s workforce, in communication, in partnerships and in service delivery.

The Accord included a commitment that the GMCA would work with its partners to build a financially resilient VCFSE sector. However, the sustainability and resilience of front-line community groups and organisations had been hit hard by both the current economic situation and the withdrawal of Covid emergency funding, thereby reducing their capacity to help. It was proposed therefore that GMCA commit to a Fair Funding Protocol in relation to new grants and contracts for activities and services that the VCFSE sector carried out across Greater Manchester which were funded directly from the GMCA’s budget.

RESOLVED /-

1. That the progress update be noted.
2. That the Fair Funding Protocol for activities and services that the VCFSE sector carries out across Greater Manchester, which were funded directly from the GMCA's budget, be approved.

GMCA 193/23 HOMELESSNESS UPDATE 2023

City Mayor Paul Dennett, Portfolio Lead for homelessness, presented a report updating the GMCA on the current pressures being faced and activity taking place to combat homelessness and rough sleeping in Greater Manchester. Current activity highlighted included:

- The development and implementation of the Homelessness Prevention Strategy continued apace.
- Work was taking place with government to ensure that the Housing First pilot had a long-term legacy.
- Development would take place for 300 new units of 'move on' accommodation through the Rough Sleeping Accommodation Programme run in tandem with the development of an ethical lettings' agency model.
- Reference was made to the accelerated asylum decision-making implemented by the Home Office to clear the current backlog. In the long-term such a process was support, however, at the present time this would create significant pressures for local authorities and the VCFSE sector against a backdrop of other ongoing issues. It was estimated that 500 families and 2000 single person households in the region would receive a positive decision and require temporary accommodation before the end of the year. There was also concern around those who received a negative decision who would be at risk of exploitation and destitution during any appeals process.
- The report looked to the future in terms of developing a strategic approach to delivering asylum & migration. There was a need to continue to lobby

government for at least £2.6m until March 2025 to mobilise emergency funds following the ceasing of the Home Office Refugee Transitions Outcome Fund (RTOF) in March 2024.

RESOLVED /-

1. That the current and forthcoming pressures on Rough Sleeping and Statutory homelessness services, and the activity undertaken to mitigate these, be noted.
2. That the funding risk and uncertainty for all homelessness programmes beyond 31 March 2025 be noted.
3. That the ongoing work to define a vision for homelessness beyond 2025 be noted.
4. That a request be made to the Home Office for further support to be made available and that a stable alternative to the temporary Home Office Refugee Transitions Outcome Fund (RTOF), which was due to end in March 2024, be developed.

**GMCA 194/23 GREATER MANCHESTER STRATEGY PROGRESS REPORT –
AUTUMN 2023**

The Mayor of Greater Manchester, Andy Burnham, presented a report that provided a progress report on the Greater Manchester Strategy (GMS) for review, comment and approval.

Councillor Nadim Muslim was invited to provide feedback from the recent consideration of the GMS by the Overview & Scrutiny Committee. Concerns raised included issues around means testing in terms of training availability; barriers to work for qualified asylum seekers; issues around dependence on private vehicles; and employment pathways for residents of all ages.

RESOLVED /-

1. That the draft progress report, noting the development in the approach to progress reporting, with a greater emphasis on whole system metrics and actions, be approved.
2. That the whole system actions included in the report and the next steps from progressing these actions through a round of thematic, sectoral and place-based engagement on the findings be approved.
3. That the impact assessment summary noted, and that it also be noted that the process adopted for the development of this progress report, has not gathered sufficient detail to assess specific impacts arising from delivery of programmes and policies supporting the GMS ambitions.
4. That it be noted 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.
5. That the comments raised through the GMCA Overview & Scrutiny Committee in relation to the five key areas within the GMS be received and noted.

GMCA 195/23 GMCA REVENUE UPDATE QUARTER 2 2023/24

Steve Wilson (GMCA Treasurer) presented a report informing members of the Greater Manchester Combined Authority financial position at the end of September 2023 (quarter 2) and forecast revenue outturn position for the 2023/24 financial year.

The report also included an update on the proposed areas for the enhanced business rates sites in Greater Manchester as part the Trailblazer Devolution Deal between Government and GMCA.

During the discussion, the Mayor of Greater Manchester, Andy Burnham, provided an update on the first full month of tranche 1 of the Bee Network. Following the expected initial teething problems following the scale of the overnight changeover, operations have now stabilised. A steady improvement in reliability and punctuality has taken place and was already up to the level of the previous deregulated services, and in

many cases, already better. Highlighted as particularly improved were the V1 & V2 services. There were also positives in the form of a higher-than-expected farebox return so far. Learning was already being taken onboard from Tranche 1 as preparations for Tranche 2 gathered pace.

RESOLVED /-

1. That the forecast position at 30th September 2023 be noted.
2. That the proposed areas for the enhanced Business Rates sites in Greater Manchester be noted. Also noted that confirmation and approval of final sites will be reported to a later meeting of the GMCA, following formal feedback from government and that the final details for the operation of enhanced Business Rates sites will be included in the Investment Plan.
3. That the updates to the GMCA general budget, as set out in section 3 of the report, be approved.
4. That the intention, subject to formal approval by the Department for Transport (DfT), to re-allocate £15m of Bus Service Improvement Programme (BSIP) grant funding, previously awarded by DfT to support bus services, be noted, and that it also be noted that £7.5m of this re-allocation was to be utilised in 2023/24 and £7.5m in 2024/25.
5. That the Mayor's first monthly progress update following the commencement of the Bee Network franchise be received.

GMCA 196/23

GMCA CAPITAL UPDATE QUARTER 2 2023/24

Steve Wilson (GMCA Treasurer) provided an update in relation to the Greater Manchester Combined Authority's 2023/24 capital expenditure programme.

RESOLVED /-

1. That the current 2023/24 forecast of £623.6m, compared to the previous forecast of £681.3m, be noted, and changes to the capital programme, as set out in the report, be approved.
2. That the other increases in capital budget over £0.5m be approved as follows:
 - Cycling and Walking Challenge Fund capital funding of £0.7m, as outlined in section 3.4.3. of the report.
 - Transport Local Growth Deal 1 Major Schemes of £1.7m, as outlined in as outlined at section 3.11 of the report.
 - UK Shared Prosperity Fund of £7.7m, as outlined in section 4.10, of the report.

GMCA 197/23 UKSPF – E22 SME WORKSPACE – PROJECT CHANGE

Steve Wilson (GMCA Treasurer) presented a report seeking agreement to change the location of the scheme in Oldham town centre.

This would now change from creating SME workspace in the Prudential Building to SME workspace in the Spindles Centre. The UKSPF funding requirement and purpose would remain the same and would not impact on GMCA's ability to achieve the outputs and outcomes set out in the GM UKSPF Investment Plan agreed by GMCA in July 2022.

RESOLVED /-

1. That the UKSPF E22 investment in SME workspace in Oldham town centre, to support the creation of SME workspace in the Flexible Workspace project in the Spindles Centre and not the Prudential Building, be approved.
2. That the proposition for any UKSPF E22 underspend, under the £15m total allocated be reassigned to E22 projects that had to reduce grant ask in 2023, up to the maximum E22 total of £15m agreed by GMCA in January 2023, be approved.

3. That it be noted that the overall UKSPF investment to the end of March 2025 remains the same overall at £1.462m but is to be split into £1m capital investment and £0.462m revenue investment.
4. That the revised outputs and outcomes proposed and the positive contribution they will make to achieving those set out in the GM UKSPF Investment Plan be noted.

GMCA 198/23 ASHTON GROWTH CORRIDOR: PROPOSED MAYORAL DEVELOPMENT ZONE

The Mayor of Greater Manchester, Andy Burnham, introduced a report seeking approval for and setting out the proposed concept for a Mayoral Development Zone (MDZ) in the Eastern Growth Cluster, to be named Ashton Mayoral Development Zone (AMDZ).

The Eastern Growth Cluster was one of six Growth Locations across Greater Manchester that would deliver new mixed-use development, create a renewed and vibrant town centre, create and retain jobs, offer better job opportunities, enable training and skill development to increase the number of residents in employment.

The AMDZ would be focussed around two principal growth sites: Ashton Moss and Ashton Town Centre, including St Petersfield. The Ashton Growth Corridor presented a unique opportunity to focus on a cluster of growth opportunities which would build upon the investment of transport, digital assets and place planning to harness the opportunity presented by the allocation of a major employment site through Places for Everyone (PfE), the regeneration of the town centre which had surplus public sector owned land assets and the synergy between the two.

The cumulative impact of these sites would be to contribute to the objectives of the Greater Manchester Strategy and emerging PfE Joint Development Plan which sought to rebalance the Greater Manchester economy by accelerating the economic growth and competitiveness across the less prosperous areas of GM.

Councillor Ged Cooney was invited to comment on the project as the Leader of Tameside Council. He commented that the Mayor's consistent support for the

development of the east of the sub region was welcomed and it was felt that this would be a great example of real levelling up in an area where such investment from Government was long overdue.

RESOLVED /-

1. That the designation of a Mayoral Development Zone known as Ashton Mayoral Development Zone (AMDZ) be approved.
2. That the proposed area of the AMDZ, as indicated in the appendix to the report, be approved.
3. That the establishment of the AMDZ Board be approved and that authority be delegated to the Chief Executive Officer GMCA & TfGM to agree appropriate representation on the Board, in consultation with Tameside Council.
4. That it be noted that the projects within the proposed AMDZ will aim to deliver sustainable forms of development that reflect and deliver the GM Strategy.
5. That the principles of the business case and development strategy for the MDZ, as set out in the report, be approved, noting that the AMDZ Board will refine these into the development of a business case, for the AMDZ in overseeing the delivery of the growth sites, for submission to a future meeting of the GMCA for approval.
6. That it be noted that the current funding resource will be from Tameside Council's unallocated Levelling Up Capacity Grant with GMCA providing support with officer time.
7. That future updates on delivery progress at AMDZ be submitted to the GMCA.

GMCA 199/23 ELECTRIC VEHICLE CHARGING TARIFF

Andy Burnham declared an interest in the report and vacated the Chair and left the room for the discussion.

Salford City Mayor, Paul Dennett, GMCA Deputy Mayor, took the Chair for this item of business.

City Mayor Paul Dennett presented a report requesting that the ability to amend the Electric Vehicle charging tariff be delegated to the Chief Executive Officer, GMCA and TfGM, within approved limits, to allow for a more agile approach to remain competitive within the market.

RESOLVED /-

1. That the establishment of a floor and a ceiling price cap of 30% above the below the current EV tariff, as, set out in the report, be approved.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM to approve tariff charges within those limits.

GMCA 200/23 EXCLUSION OF THE PRESS AND PUBLIC

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

GMCA 201/23 TRANCHE 3 BUS PROCUREMENT

RESOLVED /-

That the recommendations within the report be approved.

Agenda Item 5

**MINUTES OF THE MEETING OF THE BEE NETWORK COMMITTEE
HELD THURSDAY, 26TH OCTOBER, 2023 AT GMCA OFFICES, 56 OXFORD STREET,
M1 6EU**

PRESENT:

Councillor Eamonn O'Brien (Chair)	Bury
GM Mayor Andy Burnham	GMCA
Councillor Howard Sykes	Oldham
Councillor David Meller	Stockport
Councillor Hamid Khurram	Bolton
Councillor Tracey Rawlins	Manchester
Councillor Alan Quinn	Bury
City Mayor Paul Dennett	Salford
Councillor Grace Baynham	Stockport
Councillor Warren Bray	Tameside
Councillor Aidan Williams	Trafford
Councillor John Walsh	Bolton

OTHER MEMBERS IN ATTENDANCE:

Councillor Noel Bayley	Bury
Councillor Mike McCusker	Salford

OFFICERS IN ATTENDANCE:

Eamonn Boylan	GMCA
Gwynne Williams	GMCA
Ninoshka Martins	GMCA
Alex Cropper	TfGM
Rosalind O'Driscoll	TfGM
Lucy Prince	TfGM
James Baldwin	TfGM
Stephen Rhodes	TfGM
Martin Lax	TfGM
Steve Warrener	TfGM

BOLTON

MANCHESTER

ROCHDALE

STOCKPORT

TRAFFORD

BURY

OLDHAM

SALFORD

TAMESIDE

WIGAN

OFFICERS IN ATTENDANCE:

Alison Chew

TfGM

Chris Barnes

TfGM

BNC/29/23 APOLOGIES

Apologies for absence were received from Councillors Paul Prescott (Wigan), Dan Costello (Tameside), Phil Burke (Rochdale) and James Gartside (Rochdale).

BNC/30/23 DECLARATIONS OF INTEREST

None received.

BNC/31/23 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

1. Retirement of the Chief Executive of GMCA & TfGM

The Chair advised members of the Chief Executive of GMCA & TfGM intention to retire following the May 2024 mayoral elections. The Committee took this opportunity to record their thanks, for the valuable work done by Eamonn Boylan for the betterment of the Transport network in Greater Manchester.

2. HS2

The current position around the cancellation of HS2 between Crewe and Manchester was noted and members were advised that once further details were received, a detailed report would be prepared for consideration by the Bee Network Committee. Despite the recent announcements, it was noted that Greater Manchester remained committed to making the case for the delivery of Northern Powerhouse Rail.

Members noted the importance of rail links and highlighted the negative impact to GM's economy that would result from the cancellation of the HS2 link from Birmingham to Manchester. Despite the current position, it was noted that there was an opportunity to understand what lessons could be learnt to influence future infrastructure projects of this size and significance. Therefore, it was felt that it would be appropriate to support

calls for a public inquiry into the handling of HS2, and the subsequent decision to cancel the route between Birmingham and Manchester. This resolution was supported by 14 members and was opposed by 1 member.

Members also highlighted the need for the protection of land along routes 2 A & 2 B including the immediate stoppage of any sales in progress until a complete review takes places and agreed to pass a resolution. This resolution was supported by all 15 members in attendance.

RESOLVED/-

1. That the announcement that Eamonn Boylan would be retiring as the Chief Executive of Greater Manchester Combined Authority & Transport for Greater Manchester following the May 2024 Mayoral Elections be acknowledged.
2. That the following motion be passed by the Bee Network Committee:
 - a) *That the Bee Network Committee supports a public inquiry into the handling of HS2, and subsequent decision to cancel the route between Birmingham and Manchester, with the view to understanding what lessons can be learnt about future infrastructure projects of this size and significance.*
 - b) *That the Committee supports calls for the protection of land along routes 2 A & 2 B including the immediate stoppage of any sales in progress until a complete review takes places.*

BNC/32/23 THE MINUTES OF THE MEETING HELD ON 28 SEPTEMBER 2023

RESOLVED/-

That the minutes of the Bee Network Committee held on 28 September 2023 be approved as a correct record.

BNC/33/23 LOCAL TRANSPORT PLAN PROCESS

Consideration was given to a report that sought to inform members of the proposed process for refreshing GM's statutory Local Transport Plan (GM Transport Strategy 2040).

Members were asked to endorse the proposed process for refreshing GM's statutory Local Transport Plan (GM Transport Strategy 2040) noting that timescales may change to fully meet requirements when government guidance was released.

Given the workload and level of collaboration needed with Local Authorities to prepare a refreshed Local Transport Plan (LTP), it was felt essential that the process to refresh the plan commences as soon as possible.

RESOLVED/-

1. That the preparation of a new Local Transport Plan (LTP) and the delays to government guidance be noted.
2. That the proposed timetable for the LTP refresh, recognising that timescales may change when government guidance is released be endorsed.
3. That GM's freight and logistics strategic ambitions would be incorporated into the refresh of the LTP, rather than have a standalone sub-strategy be noted.
4. That the need for TfGM and Local Authority collaboration and staff time required to prepare, engage and consult on the LTP refresh be noted.
5. That 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) be noted.

BNC/34/23 ELECTRIC VEHICLE CHARGING TARIFF

Consideration was given to a report that provided members with an overview of the proposal for a more agile approach to setting the Electric Vehicle charging tariff to remain competitive within the market.

Members were asked to note and consider endorsing, the recommendations to GMCA for the proposal of a more agile approach to setting the Electric Vehicle charging tariff given the significant increase in energy prices and therefore the need for GM to remain competitive within the market.

It was recommended that a floor and ceiling price cap of 30% above and below the existing EV tariff was implemented within which the tariff can fluctuate. This would prevent prices from falling below a certain point (floor) or rising above a certain point (ceiling). It was therefore being recommended to the GMCA that delegation be given to the Chief Executive of the GMCA and TfGM, to change the tariff within those limits noting that any changes outside of the floor and ceiling price cap would require further agreement by the GMCA.

Members welcomed the report and noted the need to work together to deliver and strengthen the EV Charging infrastructure in GM. In response, officers explained that TfGM were working with GM Local Authorities to access funding that had been earmarked for the development of the EV Charging infrastructure.

It had been observed that often Electric Vehicle Charging Points (EVCP) were often taken up by company vehicles and therefore members sought to understand whether there was any policy in place to ensure EVCPs were used in a responsible manner and whether there was a possibility to offer a lower price during certain hours to offset demand during peak hours. In response, officers advised that a fair usage policy was in place and that there were plans to explore introducing charges for overstaying in bays when charging points were not in use as well introducing options for dynamic pricing.

With regards to the query raised around price comparison of the EV charging network, it was agreed that this would be circulated to members following the meeting to allow members to have an understanding of the rates offered by providers.

RESOLVED/-

1. That the recommendations to be considered by the GMCA at their meeting on 27 October 2024 be noted, as comprising of as below:
 - a) Approve that a floor and a ceiling price cap of 30% above and below the current EV tariff (set out in paragraph 1.10 of the report) is introduced; and
 - b) Delegate to the Chief Executive of the GMCA and TfGM approval of tariff changes within those limits.

2. That a price comparison of the EV charging network be circulated to members following the meeting with the view to understanding the rates offered by each provider.

BNC/35/23 MAYORAL UPDATE - TRANCHE 1 PERFORMANCE UPDATE

The GM Mayor provided an update on the performance of Tranche 1 services and took members through a presentation that provided a breakdown of punctuality and patronage.

It was noted that early days of operation were difficult for passengers and staff as new arrangements bedded in. Considerable amount of work was ongoing to ensure these issues were quickly settled with visible improvements being seen, and in some cases, services have started to outperform pre-franchised services.

Highways/traffic interventions were also seen to help improve bus punctuality such as installing traffic signal technology to prioritise buses and securing bus only access to avoid lengthy diversions during roadworks. Members alluded to the recent report considered on the Congestion Intervention Plan stating the opportunity this posed to easing congestion and in particular to support the reliability of the bus network as GM entered a new era with bus franchising.

With regards to patronage, it was reported that there was a steady increase in users since the start of Tranche 1 operations with an average of almost 100,000 passengers being carried by Tranche 1 services each weekday. It was reported that there had been a strong focus on achieving operational excellence and reliability. Members were

therefore urged to continue promoting the network given that success of bus franchising was dependant on patronage levels.

It was noted that plans were underway to further improve customer experience, and as such further improvements to the Bee Network application including the added functionality of journey planning, apple and google pay functionality and the addition of a Metrolink Zonal Map had been planned and would be available as part of future updates to the Bee Network application. Members were advised that the issue with bus tracking that had previously been reported had now been resolved.

The need to provide assistance to non-franchised areas was highlighted to ensure existing concerns were picked up and addressed through franchising. The Mayor assured members that adequate training had been offered to operators to ensure that there were improvements in the quality of data being collected to allow greater insight into what can be done to improve services and to share learning with Tranche 2 areas. It was noted that officers were servicing non franchised areas and highlighted that this was an issue that could be best picked up through Local Bee Network forums.

Members noted the need for improved training and development opportunities to address any potential issues that might arise due to driver shortages. The Mayor assured members that renewed arrangements for workforce engagement were in place and that through improved links to the GM skills agenda, transport jobs were now being seen as a strong career pathway which was anticipated to improve staff retention across the network.

RESOLVED/-

1. That the update in relation to the performance of Tranche 1 services be noted.
2. That it be noted that further improvements to the Bee Network application including the added functionality of journey planning, apple and google pay functionality and the addition of a Metrolink Zonal Map had been planned and would be included within future updates of the Bee Network application.
3. That it be noted that starting in December, regular quarterly performance updates on the Bee Network would be received by the Bee Network Committee.

BNC/36/23 TRANSPORT CAPITAL PROGRAMME

Consideration was given to a report that updated members on the current position of the Greater Manchester Transport Capital Programme. The report also sought approval on a number of CRSTS, Active Travel and Growth Deal funding draw-down requests in order to support the continued development and delivery of the programme.

Members welcomed the report and noted that the transport infrastructure pipeline was a key enabler to achieving the Bee Network – Greater Manchester’s vision for an integrated ‘London-style’ transport system.

With regards to the investment agreed for Salford Central, concerns were raised in relation to the existing system nonetheless the investment into Salford was welcomed as improvements were seen as long overdue given the positive benefits to GM’s economy and local residents.

The investment into Trafford was welcomed, highlighting that poor connectivity, and geographical isolation were long-standing issues affecting communities in outskirt areas. It was therefore felt that investment into Trafford was essential to address challenges around connectivity to be able to deliver new housing allocations through places for everyone and improve opportunities for residents in the communities.

In relation to the draw down of further £3.92m of CRSTS Zero Emission Bus funding, it was felt that there was an opportunity to enhance the socio-economic benefit for GM through creation of opportunities through the manufacturing industry to support the continued development and delivery of the programme until the deployment of Bus Franchising Tranche 3.

In relation to the delegation of authority to approve draw-down from the total CRSTS fund of no more than £500,000 to the Chief Executive TfGM and GMCA, officers assured members that the Committee would be kept informed of the schemes being approved.

RESOLVED/-

1. That the current position and recent progress on the transport capital programme be noted.
2. That the recent announcement from Government on CRSTS2 be noted.
3. That the amendments to the CRSTS assurance process as set out in paragraph 3 of this report be agreed.
4. That authority be delegated to approve draw-down from the total CRSTS fund of no more than £500,000 to the Chief Executive TfGM and GMCA.
5. That the draw-down of CRSTS funding be approved as follows:
 - Trafford Bus Studies. £0.92m to develop the scheme to Outline Business Case;
 - Quality Bus Transit (Better Bus Routes). £0.09m CRSTS funding to deliver signal priority for late running buses across the QBT corridors; and
 - Zero Emission Bus (ZEB). £3.92m to enable DNO upgrades for Bus Franchising depots and to fund the continued development and delivery of the CRSTS ZEB Programme.
6. That the draw-down of Active Travel funding be approved as follows:
 - £0.17m of additional MCF funding for Salford City Council to deliver their prioritised active travel programme; and
 - That the formal MCF scheme budget variations for Salford City Council be agreed as set out in paragraph 4.6.
7. That the draw-down of Growth Deal funding be approved as follows:
 - Salford Central. £1.62m Growth Deal funding to undertake detailed design work; and
 - Salford Bolton Network Improvements (SBNI) Programme. £2.06m Growth Deal funding to deliver the remaining two delivery packages.
8. That the reallocation of Growth Deal funding be noted as follows:
Salford Bolton Network Improvements (SBNI) DP4 Pendleton Town Centre - re-allocation of previously drawn down Growth Deal funding of £1.0m.
9. That it be noted that the Bee Network Committee would be kept informed of the schemes <£500,000 that would be approved by the Chief Executive TfGM and GMCA.

BNC/37/23 DATES AND TIMES OF FUTURE MEETINGS

- 23 November; 2 – 4 PM
- 14 December; 2 – 4 PM
- 25 January; 2 – 4 PM
- 22 February; 2 – 4 PM
- 21 March; 2 – 4 PM

**Minutes of the meeting of the GMCA Resources Committee
held on 27 October 2023.**

PRESENT:

Andy Burnham	Mayor of Greater Manchester
Councillor Eamonn O'Brien	Bury
City Mayor Paul Dennett	Salford
Councillor Mark Hunter	Stockport
Councillor Tom Ross	Trafford

IN ATTENDANCE:

Mayor Kate Green	Deputy Mayor, Police, Crime & Fire
Councillor Joanne Midgely	Manchester
Councillor Nazia Rehman	Wigan

ALSO PRESENT:

Eamonn Boylan	Chief Executive Officer, GMCA & TfGM
Andrew Lightfoot	GMCA Deputy Chief Executive
Gill Duckworth	GMCA Solicitor & Monitoring Officer
Steve Wilson	GMCA Treasurer
Julie Connor	GMCA Director, Governance & Scrutiny
Kevin Lee	Mayor of Greater Manchester's Office
Andrea Heffernan	GM Fire & Rescue Service

RC/15/23/4 Apologies

Apologies were received and noted from Councillor Bev Craig (Manchester) and Councillor David Molyneaux (Wigan)

RC/16/23/4 Chairs Announcements & Urgent Business

There were no Chairs Announcements or Urgent Business.

RC/17/23/4 Declarations of Interest

There were no declarations of interest made in relation to any item on the agenda.

RC/18/23/4 Minutes of the GMCA Resources Committee held on 29 September 2023

RESOLVED/-

That the minutes of the meeting of the Resources Committee held on 29 September be approved as a correct record.

RC/19/23/4 Retirement of GMCA & TfGM Chief Executive Officer

Andy Burnham, Mayor of Greater Manchester, introduced a report seeking approval from the Committee for the commencement of the recruitment process for a new Chief Executive Officer, GMCA & TfGM, following the announcement of the intended retirement by the current role holder, Eamonn Boylan, in May 2024. He added Eamonn Boylan had been a constant source of support as a Chief Executive over the last six years and will be missed.

Shortly after becoming the Mayor of Greater Manchester, it had become clear that the GMCA and TfGM needed to be more aligned and that combining the role of the Chief Executive had ensured that stronger alignment had been achieved.

He commented that the report provided three potential options to be considered, including an option for the creation of a Group Chief Executive which would provide opportunities for continued alignment and cost reductions.

Councillor Mark Hunter suggested that the Committee needed more time to fully consider and discuss the detail of the three options.

The Mayor said that the ask for today was to agree the appointment and membership of the Appointment Panel and that the Panel would then discuss the options for the role in more detail, reporting back to this Committee as the recruitment process was progressed.

Gillian Duckworth, GMCA Solicitor and Monitoring Officer, confirmed that this was the start of the process, to meet constitutional requirements, with the establishment of the Appointment Panel to work with recruitment consultants to look at the finer details

At this point the Meeting was Adjourned to be reconvened at the rise of the GMCA meeting.

**Minutes of the reconvened meeting of the GMCA Resources Committee
held on 27 October 2023.**

PRESENT:

Andy Burnham	Mayor of Greater Manchester
Councillor Eamonn O'Brien	Bury
City Mayor Paul Dennett	Salford
Councillor Mark Hunter	Stockport
Councillor Tom Ross	Trafford

IN ATTENDANCE:

Mayor Kate Green	Deputy Mayor, Police, Crime & Fire
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Councillor Joanne Midgely
Councillor Nazia Rehman

Manchester
Wigan

ALSO PRESENT:

Eamonn Boylan	Chief Executive Officer, GMCA & TfGM
Andrew Lightfoot	GMCA Deputy Chief Executive
Gill Duckworth	GMCA Solicitor & Monitoring Officer
Steve Wilson	GMCA Treasurer
Julie Connor	GMCA Director, Governance & Scrutiny
Kevin Lee	Mayor of Greater Manchester's Office
Andrea Heffernan	GM Fire & Rescue Service

RC/19/23/4 Retirement of GMCA & TfGM Chief Executive Officer

In revisiting the report, Andy Burnham, Mayor of Greater Manchester, confirmed that the Committee was today being asked to approve the appointment of independent recruitment consultants and to constitute an Appointment Panel. He said that he preferred the option set out in the report, for a Group Chief Executive but that further detail of this approach should come back to the Appointment Panel for members to agree.

RESOLVED/-

1. That the retirement of the current Chief Executive Officer, GMCA & TfGM, as set out in the report, be noted.
2. That the commencement of a recruitment process of a new Chief Executive Officer, who will be appointed to the role of Head of Paid Service, in accordance with section 4 of the Local Government & Housing Act 1989, be approved.
3. That the use of a recruitment executive search agency to provide independent support to the process be approved.

4. That the option set out at 2.2 c) be developed as the preferred option – a more hybrid approach with the creation of a Group Chief Executive Officer role, with a view to the Appointment Panel updating the Resources Committee in November 2023 as to the detail of the role, remuneration and recruitment timelines .
5. To agree that the Members of the Resources Committee and Deputy Mayor, Kate Green be appointed to the Appointment Panel

RC/20/23/4 GMFRS Heads of Service Roles - Regrading and Creation of a New Role

Andrea Heffernan introduced a report seeking approval for the establishment of a newly created role of Head of Corporate Support reporting to the Director of Corporate Support in GMFRS and regrading of the four current Heads of Service within GMFRS, to an appropriate senior manager pay and grading structure.

RESOLVED/-

1. That the Chief Fire Officer be authorised to progress the advertisement and establishment of a Head of Corporate Support (Senior Pay Scale SM6) post.
2. That the regrade of the Head of Protection and Building Safety, from Band 11 plus 15.8% additional responsibility allowance to Senior Pay Scale SM5, backdated to 1st April 2023, be approved.
3. That the regrade of the Head of Health, Safety and Organisational Learning, from Band 11 to Senior Pay Scale SM6, backdated to 1st April 2023, be approved.
4. That the regrade of the Head of Service Excellence, from Band 11 to Senior Pay Scale SM6, backdated to 1st April 2023, be approved.

5. That the regrade of the Head of Fleet and Technical Services, from Band 11 to Senior Pay Scale SM6, backdated to 1st April 2023, be approved.

RC/21/23/4 Re-evaluation of two GMCA Senior Posts

Andrew Lightfoot introduced a report seeking approval for two posts to be established on the GMCA's Senior Pay scale; Head of Devolution Strategy & Government Engagement; and Assistant Director Children and Young People – Reform.

RESOLVED/-

1. That the Chief Executive Officer, GMCA & TfGM be authorised to progress the “Head of Devolution Strategy & Government Engagement” and the “Assistant Director, Children and Young People -Reform”, to band SM6 of the senior pay-scale, backdated to July 2023, when the additional responsibilities were taken on and the re-evaluation process started.
2. That it be noted that both posts have been re-evaluated in line with the LGA framework and that the outcome of that re-evaluation was that the posts should move from Grade 11 onto the Senior pay-scale (SM6).
3. That it be noted that the additional costs will be met from existing GMCA budgets as a result of vacancy management.

RC/22/23/4 Six-month Progress Update on the 2023/24 GMCA Business Plan

Eamonn Boylan introduced a report providing members with an update on the delivery of the 2023/24 GMCA Business Plan.

RESOLVED/-

That the progress on delivery of the 23/24 Business Plan, and the proposed approach to oversee its ongoing delivery, as well as the development of the 24/25 Business Plan be noted.

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Agenda Item 7

**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.

Greater Manchester Combined Authority

Date: 24th November 2023

Subject: Greater Manchester Business Board Membership Review

Report of: Councillor Bev Craig, Portfolio Lead for Economy, Business and Inclusive Growth and Tom Stannard, Portfolio Lead Chief Executive for Economy, Business and Inclusive Growth

Purpose of Report

The Greater Manchester Business Board terms of reference require that the Business Board's private sector membership is reviewed every two years. This bi-annual review ensures that the board is still meeting its strategic remit and is fit for purpose going forward.

The current private sector members' terms of office expire in 2023. The purpose of this report is to seek GMCA endorsement of the recommendations regarding the future private sector membership until 2025.

Recommendations:

The GMCA is requested to endorse the following recommendations regarding private sector membership of the GM Business Board:

1. That seven existing private sector members' terms of office are renewed for another two year term (Lou Cordwell, Lorna Fitzsimons, Vimla Appadoo; Marilyn Comrie; Steve Connor; Chris Oglesby and Justin Kelly).
2. That two members continue on the Board as ex-officio members representing the Growth Company and GM Chamber of Commerce (Mike Blackburn and Clive Memmott).
3. That five new private sector members are invited to join the Business Board (Devrim Celal; Laura Percy; Mike Wilton; Steve Rothberg; and James Byrne).

Contact Officers

Simon Nokes, Executive Director Policy and Strategy: simon.nokes@greatermanchester-ca.gov.uk

David Rogerson, Senior Principal, Business Strategy:
david.rogerson@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

The Greater Manchester Business Board terms of reference require that the Business Board's private sector membership is reviewed every two years. This bi-annual review ensures that the board is still meeting its strategic remit and is fit for purpose going forward.

The current private sector members' terms of office expire in 2023. The purpose of this report is to seek GMCA endorsement of the recommendations regarding the future private sector membership until 2025.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation		
Equality and Inclusion	G	GM Business Board is evolving into a new model fully integrated into GMCA agreed by the Board and GMCA in September 2022. This refresh of Board membership looks to ensure the Board has the right mix of skills and experience to deliver this vision and continue to reflect the breadth of Greater Manchester's industrial sectors and the diversity of its people		
Health				
Resilience and Adaptation				
Housing				
Economy	G	GM Business Board is evolving into a new model fully integrated into GMCA with a remit to ensure it can be as ambitious as possible, maintaining a strong business voice at the heart of city region and maximising economic growth across Greater Manchester. This approach forms the basis of the Integration Plan approved to Government which sets out how our strong, independent and diverse business voice will be central to driving a successful economy across the city region.		
Mobility and Connectivity				
Carbon, Nature and Environment				
Consumption and Production				
Contribution to achieving the GM Carbon Neutral 2038 target		The GM Economic Vision was developed by GM Business Board with business and GMCA to provide a blueprint for remodelling the city-region's economy. It includes a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient Greater		
Fur	G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR Negative impacts overall.

Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
La	No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.
La		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

On 12th October, Government wrote to confirm agreement of the LEP Integration Plan submitted on the basis of the 'Future of the LEP' report.

The GMCA Constitution will therefore now be reviewed to reflect the new integrated role of Business Board. A further report detailing the updates to the Constitution will be brought for approval.

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

Background Papers

The [Future of the LEP Report](#) presented to GMCA in September 2022.

Tracking/ Process

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

No

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

1. INTRODUCTION

- 1.1 GM Business Board sits at the heart of Greater Manchester's governance arrangements, offering private sector insight, guidance and challenge to the development of GM's strategic agenda in partnership with the GMCA.
- 1.2 As set out in the 'Future of the LEP' report to the GMCA in September 2022, GM Business Board is now evolving towards a new model fully integrated into GMCA with a remit to ensure it can be as ambitious as possible, maintaining a strong business voice at the heart of city region and maximising economic growth across the city region.
- 1.3 The Business Board Terms of Reference require that the Board's private sector term of office is two years with members appointed using an open recruitment process.
- 1.4 It was agreed that it would be timely to review membership given that the current private sector members' terms of office expired in 2023.
- 1.5 This report sets out the process for reviewing the private sector membership and proposes a number of updates to board membership.
- 1.6 Public sector representatives on the Board are appointed annually via the GMCA and did not form part of this review.

2. BUSINESS BOARD MEMBERSHIP REVIEW AND POTENTIAL NEW CANDIDATES

- 2.1 The last comprehensive review in 2021 was supported by Penna recruitment consultants. Penna have been appointed to carry out this review as outlined in the report on the Board's Annual Delivery Plan agreed by the Board at their July 2022 meeting.
- 2.2 The political and economic context has changed significantly since 2021 and it is therefore timely to carry out a comprehensive review to help ensure the board is best equipped to address the range of current issues and opportunities that Greater Manchester faces.

- 2.3 The 2021 comprehensive review included a two-stage process which included a review of the existing private sector membership and a parallel recruitment exercise to identify new members.
- 2.4 A brief to appoint Penna Consultants to carry out the review was drafted on this basis and approved by the Chair with the review commencing in 2023.
- 2.5 The first stage of the review consisted of a review of the Business Board's current private sector membership where those wishing to be re-appointed to the board were interviewed on the basis of the person specification (attached at Appendix A and B) and their wider skills and expertise.
- 2.6 Feedback was also provided from member interviews regarding the future direction of the Business Board. It was reported that Nancy Rothwell, Amanda Halford; Richard Topliss and Vanda Murray had decided to step down as a members of the Board. Subsequently Miles Rothbury also decided to step down.
- 2.7 Secondly, the consultants advised on the best approach to attract new potential candidates and ensure the transparency and robustness of the review process in line with the Terms of Reference and current good practice.
- 2.8 As part of the Business Board's commitment to equality, the review of membership was carried out on the principle that the Board should aim to reflect the breadth of economic sectors as well as the diversity of its people.
- 2.9 This included a four-week online recruitment campaign outlining the Business Board role and person specification launched on the GMCA and Business Board websites along with leading media sites.
- 2.10 The consultants assessed any new candidates against the person specification to identify a shortlist based on these criteria along with their broader capacity and experience. This includes ensuring that the range and level of representation remains appropriate and that Board members have the necessary skills and capacity to contribute to the Board's expanding role.

2.11 Interviews of existing board members and new shortlisted candidates were carried out by the Business Board chair supported by the GMCA Executive Director for policy and Strategy with oversight from Cllr Bev Craig as Deputy Chair and GMCA Lead for Economy, Business and Inclusive Growth.

2.12 Successful candidates are set out below and will be appointed to the Board subject to confirmation from GMCA.

3. PROPOSED GM BUSINESS BOARD MEMBERSHIP

3.1 Following the conclusion of the membership review, the recommendations for the refreshed GM Business Board private sector membership are set out in the table below.

3.2 The refreshed Board is drawn from a broad range of industrial sectors including representation from our Local Industrial Strategy frontier sectors.

3.3 However, a gap has been identified in Health and Life Sciences and so there is an opportunity to further strengthen the Board with an appointment to represent this sector and discussions are ongoing with sector leaders to identify potential candidates to be co-opted onto the Board.

3.4 The Board will also look to improve its gender balance and will pro-actively explore options for securing applications from suitable candidates.

GM Business Board Private Sector Membership

	Member	Business/Role
Private Sector Member (2023-25)	Lou Cordwell	Magnetic and ID Manchester [GM Business Board Chair and SME Representative]
	Vimla Appadoo	Honey Badger Ltd [Diversity Champion]
	Marilyn Comrie	The Blair Project
	Lorna Fitzsimons	The Pipeline
	Steve Connor	Creative Concern
	Chris Oglesby	Bruntwood Plc

	Steve Rothberg	Manchester Metropolitan University
	Mike Wilton	Arup Manchester Climate Change Partnership
	Devrim Celal	KrakenFlex
	Laura Percy	Landsec
	James Byrne	Sustainable Ventures
	Justin Kelly	Consultant

	Member	Business/Role
Ex-Officio Member	Mike Blackburn	Representing the Growth Company
	Clive Memmott	Representing GM Chamber of Commerce

4. GM BUSINESS BOARD INTEGRATION

4.1 On 12th October, Government wrote to confirm agreement of the Integration Plan submitted on the basis of the 'Future of the LEP' report.

4.2 The GMCA Constitution will therefore now be reviewed to reflect the new integrated role of Business Board. This includes:

- Setting out the process for appointing the Chair, board members and co-opted members.
- Giving the Chair of the Business Board the right to attend and speak at GMCA meetings in a non-voting capacity.
- Setting out that the CA and Business Board will agree annually the range of short-term issues, key deliverables from the GMS, and longer term economic challenges that the Business Board will focus on over the coming 12 months to support GM's sustainable economic growth, and resources available to do this.

4.3 A further report detailing the updates to the Constitution will be brought for approval.

Appendix A

Greater Manchester Business Board

Person Specification for Chair

Business Board Chair

Role:

- to provide leadership and strategic direction to the GM Business Board and to build the Board, harnessing the skills, expertise and experience of board members
- to chair Business Board meetings
- to ensure that GM Business Board activities support and add value to the city region's strategic economic priorities and that these reflect the current and future needs of the GM economy
- to attend all Board meetings, Board related events and other events as appropriate
- to act as the Board's spokesperson in its dealings with the media
- to negotiate with and influence senior local and national political and business figures
- to ensure that the Board complies with the Nolan Principles of standards in public life

Person Specification

- have a strong commitment to, and understanding of, the city region and in particular the drivers of and challenges faced by the Greater Manchester economy
- have substantial business skills and experience gained at a senior level and be a credible individual with the stature to lead and influence
- have substantial experience of chairing groups or boards of senior executives, of providing leadership and of inspiring and motivating colleagues and stakeholders
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have the ability to set strategic direction and to quickly understand and analyse and distil complex issues into coherent and practical actions
- have strong interpersonal and communication skills, be articulate and passionate, have an ability to influence and network, to deal with media attention and to represent the GM Business Board and its actions
- have experience of providing leadership in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups

Appendix B

Greater Manchester Business Board

Person Specification for Member

Business Board Member

Role:

- to actively contribute to the strategic direction and the purpose of the GM Business Board
- to provide expertise and knowledge to enable the GM Business Board to address the economic needs of Greater Manchester
- to be prepared to take the lead and provide strategic direction in areas in which they have particular skills, expertise and experience
- to attend all Board meetings and other events as appropriate
- to comply with the Nolan Principles of standards in public life

Person Specification

Applicants must:

- have a strong commitment to, and understanding of, the city region and in particular the drivers of and challenges faced by the Greater Manchester economy
- have substantial business skills and experience gained at a senior level and have credibility with the wider business community
- have experience of serving on groups or boards of senior executives
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have ability to quickly understand and analyse and distil complex issues and to contribute to discussions about strategy
- have strong interpersonal and communication skills, be articulate and passionate and have an ability to influence and network
- have experience of working in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups
- be someone who is willing to provide the time commitment to the GM Business Board and who potentially sees the personal development opportunity provided by the appointment

Greater Manchester Combined Authority

Date: 24 November 2023

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

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

Purpose of Report

This report presents an overview of progress made towards a whole-system response to the Big Disability Survey carried out by the GM Disabled People's Panel in the summer of 2022. This update is one year on from the survey publication and describes progress made as well as outlining key issues emerging from this work so far.

Recommendations:

The GMCA is requested to:

1. Note progress made with the response to the 2022 Big Disability Survey and the issues which have been identified relating to its delivery.
2. Actively endorse the importance of its constituent organisations achieving a co-ordinated, multi-stakeholder, and effectively resourced GM-wide response, aimed at improving the lives of disabled people.

Contact Officers

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Anne Lythgoe, VCSE Accord Implementation Lead, GMCA

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

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

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation								
Equality and Inclusion	G	This paper describes the response which is taking place across Greater Manchester to the findings and recommendations of the 2022 Big Disability Survey. There is both intersectionality with other protected characteristics, the carers and Personal Assistants of disabled people, and a clear link between socio-economic disadvantage and disability. The response to the survey is primarily focussed on improving public services.								
Health	G	The response described in the report includes recommended improvements to physical and mental health services for disabled people. Accessibility of health services is a key issue for disabled people, and this report describes work to improve all aspects of communication, physical accessibility and infrastructure.								
Resilience and Adaptation	G	Work to support disabled people to live happier and healthier lives will mean that they are better able to take part in society and better withstand disruption to their lives. Disability hate crime has increased in the last few years, and this work will explore ways to address this.								
Housing	G	Many disabled people are at risk of being homeless, and a key aspect of this work involves the response provided by the GM Housing Providers. The provision of appropriate and accessible homes is one of the issues discussed in this report, and the evidence provided by the survey will be used to inform local authority housing planning and management and well as the planned Good Landlord Charter.								
Economy	G	It is assumed that having a greater number of disabled people employed as part of the local workforce is positive in terms of economic development.								
Mobility and Connectivity	G	The results of the Big Disability Survey will be used in transport planning, including the affordability and accessibility of transport services.								
Carbon, Nature and Environment										
Consumption and Production										
Contribution to achieving the GM Carbon Neutral 2038 target		This work includes support for disabled people to access the ECO4 housing retrofit programme, which will improve the likelihood of disabled home owners reducing their carbon emissions.								
<table border="0"> <tr> <td style="background-color: #2e8b57; color: white; padding: 5px;">G</td> <td style="padding: 5px;">Positive impacts overall, whether long or short term.</td> <td style="background-color: #ffc107; padding: 5px;">A</td> <td style="padding: 5px;">Mix of positive and negative impacts. Trade-offs to consider.</td> <td style="background-color: #dc3545; color: white; padding: 5px;">R</td> <td style="padding: 5px;">Mostly negative, with at least one positive aspect. Trade-offs to consider.</td> <td style="background-color: #800000; color: white; padding: 5px;">RR</td> <td style="padding: 5px;">Negative impacts overall.</td> </tr> </table>			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.
G	Positive impacts overall, whether long or short term.	A	Mix of positive and negative impacts. Trade-offs to consider.	R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR	Negative impacts overall.			

Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	TBC	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	TBC	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.
		Partially meets best practice/ awareness, significant room to improve.
		Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

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

Legal Considerations

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

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

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

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 1

**Comments/recommendations from Overview & Scrutiny
Committee:**

N/A

Background papers:

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

Tracking/ Process

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

No

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction

1.1 This report presents an overview of progress made towards a whole-system response to the Big Disability Survey carried out by the Greater Manchester Disabled People's Panel in the summer of 2022. This update is one year on from the survey publication and describes progress made as well as outlining key issues emerging from this work so far.

1.2 In the Summer of 2022, the Greater Manchester Disabled People's Panel carried out a survey of 1,495 disabled people living within Greater Manchester. Findings from this survey are published at the [Panel's website](#) and show the stark reality of the cumulative impact on the quality of life of disabled people from austerity, the Covid pandemic and cost of living crisis. The results showed a worsening of disabled people's lives since the previous survey carried out in 2020, notably in social care, accessible housing and attitudes towards disabled people. The survey's most harrowing insight showed disabled people losing hope and their trust in public agencies to support them waning.

2. System Response to the Survey

2.1 In June 2023, the Combined Authority considered a report which provided an overview of the system response to the findings of the Big Disability Survey. The importance of achieving a co-ordinated, multi-stakeholder, and effectively resourced GM-wide response, aimed at improving the lives of disabled people, was noted and endorsed. It was further agreed that a report will be submitted to the GMCA in the autumn of 2023, one year on from the survey publication, to review progress, with input from the Disabled Peoples Panel. The GMCA also recorded its thanks to the Disabled People's Panel for undertaking the survey and have invited members of the Disabled People's panel to attend this Combined Authority meeting.

2.2 For the GM response to the Big Disability Survey, actions can be summarised across two areas: the GM System response, as summarised below, supplemented by the individual locality responses, as summarised in **Annex 1**. Examples of activity in response to specific recommendations within the survey across the GM system include:

- Transport: Ring and Ride service has moved in-house to TfGM and currently reviewing the processes and identifying improvements; under the Bee Network, all buses will be fitted with accessibility ramps and new buses will include hearing loops, audio-visual announcements and two wheelchair spaces and reviewing the application process for English National Concessionary Travel Scheme (ENCTS).
- Work and Skills: activities include promotion of the Access to Work Scheme, ongoing work to the Health Adjustment Passport, and widening accessibility of the Working Well: Work and Health Programme launched in September 2023 jointly between GMCA, DWP and NHS Greater Manchester. GMCA aims to address the employment rate to increase for all residents and to narrow the employment rate gap experienced by a number of demographic groups which includes disability.
- Poverty and Public Services: A letter has been sent to residents identified as clinically vulnerable and uses medical devices to encourage them to apply for the Priority Service Register; the GM Text line Relay Service has been extended for 12 months to allow disabled people to contact local community support hubs; sharing of good practice 'a cash first approach' encourage localities to adopt similar practices and continuation of strategic work with big utility providers led by the Mayor of Greater Manchester and the Cost-of-Living Response Group.
- Advice and Welfare: Household Support Fund (Round 4) allows Local Authorities to spend some of their budget on Welfare Advice and mapping exercise is underway on GM Advice and Welfare Services to help identify gaps to provision of service and make improvements.
- Health and Care: A longer term consideration on sustainability and development, multiple workstreams are regular monitoring and reporting on performance on discharge, collaborated with system partners and communities to codesign a 'Fairer Health for All Framework'. The Disabled People's Panel is currently discussing a closer working relationship with NHS Greater Manchester.

- Mental Health Services: Addressing issues of negative language and terminology to improve service outcomes, contracted 'Gaddum' to support individual's with lived or living experience to participate in all service and transformation developments.
- Housing and Planning: The M4(2) Accessible Homes standard has been included in the Places for Everyone Joint Plan and coming to the final stages of the public examination, scope between systems partners a GM Healthy Homes framework to ensure consistency in home enhancements across the 10 localities with the ambition to align to the Disabled Facilities Grant criteria, Consultation on a draft Good Landlord Charter to be held in autumn 2023.
- Crime and Community: GM Partnership structured expecting a refresh in Autumn 2023 which includes GM Plan to Tackle Hate Crime and further awareness campaign in support of Hate Crime Week in October 2023.
- Strategic work to Tackling Inequality: Identify and implement measures to improve the accessibility of polling stations for disabled voters and to raise awareness about the different options for voting and the assistance available with further development for the Mayoral Election in May 2024. Ongoing work on Voter ID requirement will continue to improve accessibility.

2.3 The Disabled People's Panel has proactively contributed to many of the initiatives above, often prompted through their thematic deep dive sessions, where policy leads have engaged openly to explore the challenges and solutions. This strengthens the voice of disabled people in policy making, utilising the insight provided by the panel member organisations, and creating further opportunities to work collaboratively with Disabled Peoples Organisations across the city-region and in localities. GMCA is hugely thankful for the commitment of Panel members, and the facilitation support provided by the Greater Manchester Coalition for Disabled People.

3. Common Themes arising from this work

3.1 In addressing the needs and rights of disabled people, it is critical to understand the interconnected nature of the various themes and sectors including transport,

work and skills, housing and more. Furthermore, and as described in the work of the Independent Inequalities Commission, there is cumulative impact across disability and other identity groups, such as race and ethnicity, age, sex and gender, as well as socio-economic situation. The response needs to address the intersection of the themes and situation and respond to their combined effort on disabled people.

3.2 Each policy area has made efforts to focus on their unique expertise to enhance provisions for disabled people. For example, the transport sector has focused on making commutes to work or health / care more accessible. However, there is an increasing recognition that these policy areas cannot operate in isolation. The effectiveness of initiatives in terms of their benefit to disabled people in one sector can significantly influence and be influenced by the progress in another. This interconnectedness underscores the need for these policy areas to not only refine their individual strategies but also collaborate for a comprehensive and inclusive approach.

3.3 GMCA has brought together relevant policy leads from across GM public bodies, including health, housing and transport, to lead organisational and sector approaches, but also strengthen cross-sector activity. By reporting progress to each other, the group enables opportunities and challenges to be raised, connections to be made and collaboration to be fostered, with the primary focus on having positive impacts on disabled people, rather than driven by the needs of public services. The following key linkages have been identified through this work:

- Accessibility and Work: The accessibility of public transport has a direct impact on employment opportunities for disabled people. By not addressing the implications, inaccessible transport limits choices for work location, roles, affecting the ability to gain skills and employment. The Disabled People's Panel and GMCA officers are working closely with Transport for Greater Manchester to explore how planning of the Bee Network can address this issue.
- Support Services and Economical Equality: Lack of tailored support services can hinder the economic progression of disabled people. By not addressing the implications, disabled people may face challenges in securing well-paying

jobs which in turn extend economic disparities. GMCA has created a new officer role focused on Inclusive Employment, who is working closely with disabled people's organisations to maximise opportunities to provide support for disabled people in Greater Manchester.

- Lived Experience & Representation and Policy: Inadequate representation can lead to policies that overlook or misunderstand the specific needs of disabled people. This in turn impact the quality and relevance of policies. This issue is relevant across all policy areas as well as at a local and GM footprint. The GM Disabled People Panel works strategically at a GM footprint with the Combined Authority and GM partners, and local arrangements exist with disabled people's organisations in individual districts. However, as noted in section 4 below, the current capacity of these organisations to engage across the system is limited. Thematic engagement structures such as the Disability Design Reference Group convened by Breakthrough UK for Transport for Greater Manchester provide a valuable contribution towards service design.
- Mental Health Services and Cost of Living: The impact of the cost-of-living crisis and provision of services on disabled people could lead to negative impact on general health. By connecting the following areas, this could avoid higher admissions into the health service. This linkage is being made through the GM Cost of Living Response Group.
- Housing and Health Services: The quality of housing could directly impact an individual health. By not addressing collectively, issues raised within housing could give further lasting damage to people's health. Development of initiatives such as the Good Landlord Charter have put individuals' health front and centre.
- Planning and Health: the development of Local Plans and determination of planning applications can have a dramatic impact on the lives of disabled (and other) people, and ongoing joint discussions with Health and Care colleagues in the local planning process will be vital, including the use of population health powers in the planning system.

4. Challenges and Issues arising from the response

4.1 As noted in the report to GMCA in June 2023, there are a large number of issues which have been identified from work to deliver the response which is happening across GM to the Big Disability Survey. These can be grouped around:

- Powers to act.
- Capacity to act.

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

4.3 The Mayor and Portfolio Leader have written to the Minister for Disabled People and Secretary of State for Work and Pensions on several occasions to highlight the disproportionate impact of government-led initiatives on disabled people.

4.4 Furthermore, [a recent report](#) submitted by The Equality and Human Rights Commission (EHRC) to the United Nations (UN), following research into the implementation of recommendations made by the UN relating to the rights of disabled people in the UK, has shown similar findings to our GM Big Disability Survey. The report warns of the consequences of continuing inaction from governments in the UK in addressing problems faced by disabled people. It states that many disabled people continue to face discrimination, and the situation continues to worsen, particularly in light of current cost-of-living pressures.

4.5 In Greater Manchester, as a result of ongoing work following the Big Disability Survey, some progress is being made where this is within our power, around cumulative impact assessments (including the GMCA Co-benefits Decision Tool), prioritisation of cost-of-living support for disabled people by local authorities, accessible communication, and engagement of disabled people in service planning and design. However, the majority of the UN recommendations to which the EHRC was responding relate to issues in Government control, such as welfare benefits, legislation, employment policy, and the public budgets available for the support of disabled people. These continue to be major issues in the lives of disabled people.

4.6 Capacity to act: There are also numerous local challenges and barriers that exist within work to respond to the findings and recommendations within the Survey. Firstly, the capacity of the GM Disabled People's Panel and wider Disabled People's Organisations to engage across the system is limited, presenting a significant challenge to their inclusion within conversations and decision making, as well as their ability to create change. It should be noted that the lack of capacity to engage is generally down to a lack of funding coming into these organisations and the general scarcity of funding for VCFSE activities that focus on equalities. It is clear from the work thus far across the districts of the city-region (Annex 1) that where there is a strong local Disabled People's Organisation with whom the local authority is collaborating, the greater the progress that is being made.

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

4.8 It will be important that GM aligns its local responses to maximise impact and reduce the likelihood of a 'postcode lottery' for disabled people around key issues such as social care, housing and responses to the cost-of-living crisis, for example. Collaborative partnerships such as the GM Cost of Living Response Group, GM Housing Providers' Partnership, Directors of Adult Social Services and GM Tackling Inequalities Board, will all play a crucial role in achieving a consistent and far-reaching response. GMCA will use the dashboard of measures around the Greater Manchester Strategy (GMS), together with recent census data, to track progress against a range of relevant GMS indicators. It will also be important that individual districts and partner organisations continue to track the progress that they are seeing

through their work so that this can be shared in future update reports as well as being used to underpin consistent and genuine engagement with disabled people.

5. Next Steps

5.1 GMCA and the wider sector will continue to work collaboratively with the Disabled Peoples Panel to improve the lives of Disabled People. However, as the Independent Inequalities Commission urged when they revisited one-year on from their report, Greater Manchester needs to **further and faster, deeper and wider in tackling inequalities**. For GMCA and the wider system to achieve equitable outcomes for disabled people, overcoming the barriers set out above, will require strong leadership, with accountability to disabled people, commitment of resources for targeted interventions, informed by improved data and resident insight, and delivered by an inclusive workforce.

Annex 1 – Local Authority responses (October 2023)

Bolton

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

- The evidence base has helped to inform the Cost-of-Living borough wide events – delivery, content and accessibility.
- Additional consultation has taken place at a local level to look at the cost-of-living impact and subsequent support needed.
- Since then there has been an agreement among partners that we develop a local anti-poverty strategy with specialist support from Greater Manchester Poverty Action .
- Information cascaded to officers and partners to inform local Directorate programmes of work.
- The datasets are supporting the delivery approach for the Household Support Fund, with a proposal to set aside funding for residents with disabilities.
- Currently monitoring our funding programmes, including the Hardship Fund, to determine which protected characteristics are accessing support and determine whether there are barriers to access.
- Informing our marketing, communications and event plans for inclusivity, this included the King's visit in January 2023 and the Food & Drink festival in August 2023.
- The datasets are informing the delivery of the UKSPF projects, with reference to infrastructure.
- The dataset is helping to support service delivery in Children's & Adults Services.
- Informing our training delivery model for frontline staff in customer service and Equalities.

- Sessions developed and carried out around inclusivity to service providers e.g. practice educators conference.
- Regularly monitoring of our website for accessibility.
- Digital Champions staff have undertaken Ability Net training, looking at ways to improve digital accessibility. This training will be cascaded to the Council's volunteer network to support community engagement in digital accessibility.
- Informing workforce support for disabled employees, as well as inclusive recruitment practices.
 - Linked to work with disability connect – updating practices around inclusivity for neurodivergent employees and job applicants
- Fairness in employment monitoring form has been activated to include more information around all characteristics, including disability
- Equalities case studies under development into humanising statistics and the work done by Bolton's Fund (our key local fund for supporting VCSE groups and grassroots activity).
- Inclusive guidance for line managers for supporting neurodivergent employees under development
- Greater emphasis on awareness for disabilities, with a focus on directing employees to available training.

Bury

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

- Making Democratic Services more accessible - We are actively encouraging groups who work with people with disabilities to attend committee meetings We are currently looking into making committee papers Read Easy and printing in different formats.

We continue to actively encourage groups who work with people with disabilities to attend committee meetings. To support this work, we are taking part in the GM Civic Leadership programme.

Documents from committees are available in different formats on request.

- A toolkit is being created on how to build and make already existing buildings more accessible. Cross disciplinary teams have agreed accessible routes in the town hall and accessibility guidance for colleagues to ensure buildings are accessible for planned and unplanned visitors to our buildings.
- Developing a guide to make consultations accessible and inclusive (quiet spaces, description of space and layout, virtual and in person events, digital exclusion etc). No current update on this
- We are creating a steering group with local VCFSE groups who support people with disabilities to check and challenge our policies and processes. Discussions were taken with a view to setting up disability forums however risks were identified that this would establish siloed working and ownership of disability awareness activity, rather than embedding disability focus and activity across current networks. Instead, this plan has changed whereby consultation will be undertaken via Bury VCFA across a range of their supported networks and groups rather than setting up an new standalone disability forum.
- In December we hosted a conversation with staff with disabilities on how we ensure we're a safe organisation to work for, for people with disabilities. From this we are looking into the way we recruit by actively sending emails to interviewees with a list of reasonable adjustments for them to choose from (with other as an option) so that the onus isn't on them to reach out to us. This is complete.
- We also have an e-learning module on disability which is being actively promote. This is complete.

Manchester

- Since the last update, our HRODT team have incorporated findings from the survey, amongst other engagement work, into the development of a Disability

Action Plan to improve the ways we attract, retain and develop disabled staff at MCC. One of these actions is developing a Workplace Adjustment Hub which will provide support, advice and guidance to disabled employees and those with a long-term health condition. We have recruited a Workplace Adjustments Manager to develop this work.

- We have refreshed our internal equality data monitoring and Equality Impact Assessments to ensure better data capture of residents engaging with our services and to improve our evidence base.
- A Communities of Identity report, looking at the experiences of marginalised communities within the city, was presented to MCC's Communities and Equalities Scrutiny Committee in September. This used the survey findings to highlight key issues for disabled residents, and the report highlighted several instances of good practice in community engagement and made recommendations about how MCC can improve in this area. In particular we looked at health, housing, education and employment outcomes for disabled people and showcased work with the SEND local offer for young people and the MDC. We are committed to updating this report annually to track progress in reducing inequalities of outcomes for Manchester's marginalised and minoritised communities. (Link: <https://democracy.manchester.gov.uk/documents/s41825/Communities%20of%20Identity%20Report%202023.pdf>).
- Manchester Disability Collaborative (MDC) is multi-agency partnership comprising of disabled people and their organisations (DPOs), VSCEs, as well as public and private sector organisations; all working towards the common goal of improving equality and inclusion of disabled people in Manchester.

The aims are to:

- Amplify the voices of disabled people in Manchester.
- Facilitate coproduction and codesign between Manchester's influential organisations and disabled people.
- Be the leading forum for all matters relating to disability in the city.

The Collaborative is unique and has resulted in significant changes to how public and private services are delivered in the city. This includes work on accessible housing, the built environment, inclusive education, health and social care, employment opportunities and leisure facilities in the city. We are looking to better

align and connect MDC with other engagement and involvement forums, including the Community Health Equity Meetings (CHEM), patient partnerships, HealthWatch and neighbourhood engagement teams.

- Community Health Equity Manchester (CHEM)

The main purposes of CHEM are to:

- Build trust and resilience between communities and statutory organisations.
- Share and amplify community voice and to provide insight to the design and delivery of health-related interventions.
- Be evidence led, making proportionate use of granular data and insight together to reduce inequalities.
- Work in collaboration and partnership
- Through targeted engagement grants, the CHEM programme and the associated Sounding Boards has become a crucial part of our system infrastructure for addressing health inequalities, even more relevant in light of 2021 Manchester Census.
- The 5 sounding board cover disabled people including people with learning disabilities, communities experiencing racial inequality, which include Pakistani, Bangladeshi, Black African and Caribbean Sounding Boards, Inclusion Health groups and people or groups that experience multiple forms of discrimination that intersect or combine (intersectionality).

Oldham

Oldham's EDI strategy is due to be refreshed by 2025. Over the next year, the Policy Team will be reviewing progress made to date and will undertake work to refresh our EDI strategy. We will focus on what our key priorities will be over the next few years, including how can better support disabled people across the borough. As such, we will consider how we can help residents with limited mobility access all council services easier.

- We are continuing to evaluate how our decisions impact vulnerable residents through comprehensive EIA assessments

- A new Health and Wellbeing Strategy has been developed. The primary outcomes which the plan is aiming to achieve is to reduce the gap in life expectancy and health life expectancy within Oldham, and between Oldham and the national average, ensuring that all residents, including people with disabilities, can experience the best possible health and wellbeing throughout their lives.
- Other aims of the Strategy include:
 - Supporting our residents to gain the knowledge and skills to confidently make choices and participate in decisions about their own health
 - Giving children the best start in life
 - Improving mental wellbeing and mental health Reducing smoking
 - Increasing physical activity
- The Council have also directed part of the Household Support Fund provided by central government to support those residents who are disabled, or are carers, claiming Council Tax Reduction with energy costs over winter, as these residents often suffer from higher energy costs.
- The council's adult social care team and customer service team are working together to provide more holistic support with financial, debt and budgeting issues for residents more likely to suffer from disabilities and have problems meeting the cost of home care.
- Oldham established an Access Needs Task and Finish Group in early summer 2023 with broad representation from across council services. The scope of the review includes:
 - sensory impairments including hearing impairments, visual impairments and deafblindness,
 - Learning Disabilities and Autism,
 - English as a second language and
 - Dementia.
- We are considering what's working well and where we can strengthen our delivery to improve our consistency across council services as part of our Residents First approach. This has included learning from good practice, lived experience from residents and staff and identifying priority areas of focus. We

are due to present an update and options for consideration to Management Board in November 2023.

- In advance of this update, we have prioritised the following activity:
 - Reintroduced dementia friends training. We now have a network of Dementia Friends across council services.
 - Launching Learning Disability Friends training delivered by Oldham Personal Advocacy Limited for council staff during September and October.
 - Introducing a targeted focus on improving the diversity of our Residents Panel including residents with disabilities and access needs.
- We currently use several forums to engage with residents with disabilities, including through our VCFSE partner, Action Together, and through Oldham's disabled people's panel, facilitated by the GM disabled people's panel.

Rochdale

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

- It helped inform the warm spaces sustainability assessment and Rochdale's subsequent approach and offer.
- It is informing Rochdale's Poverty Strategy, which is currently in development.
- It has helped inform the offer we have made through the Household Support Fund. Rochdale has specifically targeted organisations assisting households, which are reliant on medical equipment to assist with a disability/medical condition making fuel and food vouchers available.
- It has informed the criteria for assessment for Rochdale's Warm Homes Scheme, which offers assistance in replacing boilers, windows etc to households facing hardship.
- Rochdale Council's customer services team (recognising the impact of digital exclusion) will shortly provide a face-to-face offer around the borough, to ensure that residents are in receipt of all the financial benefits, which are available to them.

- Adult care team has have committed to reviewing the care charging policy in summer 2023 and have developed a new Financial Wellbeing Team who are working on a resource around pro-active benefit checks and support for Adult Social Care service users.

Salford

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

As a council

- Our Salford wide equality strategy has a robust action plan linking to the objectives.
- Council officers are meeting with the new chair of the Salford Disability Forum to look at how we can further the recommendations in Salford.
- Equality Impact Assessments – are carried out part of this process issues impacting on disabled residents are identified are addressed or mitigations identified. As Salford has become more diverse and a large population growth, we are also identifying more intersectional issues.
- We have a robust digital Inclusion strategy – council led, but delivered via a partnership network across Salford, with key focus on the most excluded.
- Targeted actions to support disabled residents have included Tech and Tea drop in's in community venues which are low-level digital skills community programme,
- support delivered by Henshaw's within a community venue with the view to rolling the specialist support out across the city.
- Equipment and support have been given to Salford Disability Forum and also to Salford Deaf Gathering.
- The digital inclusion team carry a broad range of mainstream and specialist hardware/software to ensure they deliver a tailored approach to our residents.

- Salford Disability Forum are one of the 4 organisations to receive a grant from the council which contributes to their running costs. A good working relationship between the SDF board and the equalities and inclusion lead is well established.
- Work in partnership with Salford Deaf Gathering is being developed. The work is focused on; improving council processes when engaging with our d/Deaf residents, inclusive communications, ease and access of council services and support needs of the d/Deaf community, raising staff awareness of how to book and access to BSL and trialling video relay.
- Work with Public Health – As part of the Covid response in Salford, a number of community organisations were funded to engage with their communities to get key messages into communities. Post Covid, this work with our “Trusted Voices” organisations has developed in order to build skills and capacity for the grassroot organisations in order to address health inequalities and barriers.
- As part of the skills and employment workstream Salford supported employment service has secured funding to support 140 participants over 2 years. Salford Supported Employment Service ran by Salford City Council and the Growth Company will help adults with autism or learning disabilities who are currently unemployed to find suitable paid jobs. The service will provide people with one-to-one support, including in-work training and guidance for both the new recruit and employer, which can include minor workplace adjustments which could benefit all their employees.
- Salford Women and Girls’ commission - As part of an initiative to identify and address issues impacting on women and girls who live or work in Salford, targeted engagement sessions were carried out to consult with disabled women’s groups and attend listening events to ensure disabled women’s experiences were included. Identified Issues were fed into the final report and recommendations and have informed wider equalities work.
- A presentation from the disabled people’s panel to the council’s corporate steering group which is chaired by our CEO.

- Salford workforce disabled staff forum, Equal In Salford – is rescoping and reviewing its TOR and wants to strengthen how it informs and contributes into the council.
- Gaddum supporting the council staff carers group.
- Currently In the process of Recruiting 8 LD champions to take part in decision making panels across the council and health partners.
- Coproducing a self-advocate model for LD which will be used to Engage and recruit service users to inform 3 cross cutting priorities.

Salford CVS/VCSE sector

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

Stockport

- Advice services - in Stockport, we are consolidating our core debt support, welfare advice and information offer, adding a cost-of-living advice line, and investing in both benefits uptake work and Neighbourhoods based outreach.
- Warm spaces – Stockport council rolled out a Warm Spaces project last year in Winter, with over 120 venues provided. As part of this, we disseminated

communications about the issues with pre-payment meters. We are planning to run a similar programme this winter.

- Social Care Charging project – Project with the aim of maximising disabled people’s benefits and supporting people to navigate the social care charging process and submit claims for Disability Related Expenditure (DRE) to reduce charges responding to concerns from the disabled community in Stockport. Disability Stockport is working with the Social Care team at Stockport Council to improve internal systems for disabled people.
- Retrofit - The Council’s on-going relationship and coordination with Age-UK and our Climate Action Now strategy is helping us offer small-scale retrofitting support across the borough.
- Household Support Fund - Stockport Council has allocated £0.800m across seven Trusted Partners to target specific vulnerable support households including households with a disabled person, households with a pensioner and unpaid carers. Of this, Disability Stockport has been allocated £0.200m to support disabled people. Trusted Partners carry out an assessment of need with any support provided personalised to meet the needs of the recipient.
- In Stockport we have invested in creating a bespoke Cost of Living helpline for residents to access direct support for all benefits and debt advice; and to help in crisis including by providing fuel vouchers and referrals to food banks and other food projects. Over the last 5 months from April-August our Cost of Living Line has answered 2078 calls with answer rate of 93% and average time to answer is 30 seconds. We have consolidated our welfare and debt advice, crisis support, cost of living line with a more proactive approach to running benefit uptake campaigns for example on attendance allowance. We are working closely with the VCFSE to do benefit uptake work.
- We have close relationships with our DWP colleagues locally and they are part of a wider network SCAIN (Stockport Community Advice and Information Network) which shares good practice and coordinates our advice and advocacy services across the Borough.

- We are considering how we can incorporate the voice of lived realities into our EDI training and would support the GM Panel if they rolled this out. The lead for the Ability Rights Network is seeking to be on the GM Disabled People's Panel as a representative from Stockport.
- As part of the Autism Strategy, the Autism Team have requested funding to co-produce and co-deliver ten training sessions on Neurodiversity from individuals who have lived experience on Neurodiversity
- Engagement work – Adult Social Care are engaging with a wide range of their service users and community based groups such as Carers of Adults with a Learning Disability (CALD) on a regular basis. The lived reality based feedback is informing how we deliver our services.
- Adult Social Care- are developing a 'Keeping it Real Board' which will involve service users and carers in strategic level decision making.
- All Age Autism Board – Now includes several residents with lived experience (3 autistic individuals and 2 parents of autistic young people) and has an autistic adult as a co-chair and is a good example of people with lived experience driving a strategy. The Board is currently exploring options to fund autistic people for their time to join the Board. The Autism Partnership Board has written to TFGM expressing concerns around travel passes.
- Learning difficulties - Stockport has strong disability focused programmes, e.g. SEND, Autism, etc. which include the voice of lived experience.
- Engagement with disabled people – Stockport Council has worked with Sector 3 (our VCFSE support agency) and local VCFSE groups to launch 'Stockport Ability Rights Network,' which will be funded by the council over a 3 year period. The network will focus on engaging DPOs, people living with a disability and organisations that support disabled people to:
 - Improve communication and engagement with local disabled people
 - Help communities who experience multiple disadvantages to have their needs recognised and their views heard
 - Ensure that local services and policies are developed with the needs of disabled people
 - Celebrate and value our diverse communities jointly with partners.

Tameside

The GM Big Disability Survey findings were circulated throughout the organisation to relevant teams. The findings have informed work-streams and recommendations have been addressed through a range of actions:

- Within Tameside's 2023-2027 Equality Strategy, we have committed to a range of actions aimed at removing barriers faced by disabled people, including:
 - Improving relationships with VCSE groups
 - Working with services to map barriers for protected groups
 - Developing inclusive communications approaches aimed at specific protected groups – through the use of varied communications methods (e.g. leaflets, visual graphics, videos), translated materials, appropriate formats (e.g. Braille, Easy Read).
 - Increasing the accessibility of consultations to seldom heard groups by providing easy read formats, paper versions etc.
 - Reviewing all Council physical spaces to ensure that these are accessible for people with physical disabilities and visual/hearing impairments as well people who are neurodivergent.
 - Advancing on the EDI training offer to staff to include training on neurodiversity.
 - Reviewing recruitment processes to improve recruitment of under-represented protected groups amongst the council workforce
 - Promoting the Council website's Recite Me accessibility tools which include an assistive toolbar enabling visitors to the website to customise content to suit their needs. As part of the assistive toolbar, visitors to the website can edit colour and text sizes, navigate the website using speech recognition software and utilise the screen reader function.

Across Tameside MBC, we have also addressed a number of the recommendations through the following actions:

- The development of community navigator roles, based in Tameside One, who will offer in-person assistance to help residents to access support by ensuring they are applying for the right source of funds and guide them through the process. Additionally, they will gather information, consider wider support needs, income maximisation and warm referrals for additional support.
- HSF funding has also been allocated towards financial support for those who are not in receipt of Government Cost of Living Payments.
- Tameside Libraries are now part of the Good Things Foundation National Databank, which can offer free SIM cards to adults who cannot afford to access the internet. Residents will normally receive data for up to 6 months.
- In August 2022 a Digital Inclusion officer was appointed, to develop and deliver a two-year programme of activities to address digital exclusion and digital skills.
- Tameside has developed a Digital Inclusion Plan, detailing the current schemes of work, key contacts and resources. The plan also incorporates the National Data bank work, Care leavers connectivity programme, refurb and recycling of digital equipment projects and GM wide projects being rolled out in Tameside.
- In June 2023, Tameside Council held a digital festival – ‘TechKnow.’ The TechKnow festival was two weeks dedicated to digital skills, training and support in Tameside, celebrating the great digital advances that are currently happening, to raise issues around the digital divide and awareness of support available to help people with their digital needs. The TechKnow festival was designed to encourage and support residents who wanted some help in using online technology, and aimed to reach out to people who are digitally excluded in the borough, over 700 people engaged with the festival.
- In September 2022, a full engagement event took place which was aimed at people with learning disabilities and autistic adults. This event was called The Big Chat, and this year, it focused on three key themes – Advocacy, Belonging and Good Health. As a result of discussions during the event, it became clear that both service users and professionals did not find it easy to

locate information about advocacy services, or what types of advocacy were on offer. Consequently, Tameside MBC and Voiceability (new Tameside Adult Social Care Advocacy provider) have updated the information on the advocacy web pages, and are working to raise awareness and understanding with clear information that is easily available in different formats.

- A Big Chat specifically for Autism is also being planned for April 2024 (World Autism Month).
- Recruitment for a newly created Learning Disability and Autism Team is underway within Adult Services. This team will support people who have a learning disability, autistic adults and also supporting the needs of young people coming through transition to help prepare them for adulthood.
- Adults Services has a Homes for All Transformation Team that focuses on ensuring there are fit for purpose homes for all; a key element of this is to consider the needs of people with learning disabilities and autistic adults. They work closely with providers, practitioners and local people and ensure that services are planned where possible, adaptable when needed, and people are appropriately involved through the accommodation process to live fulfilling and independent lives. There is a Homes for All Steering Group now set up where the housing options for vulnerable adults are considered, including planning of new housing for the future meeting the needs of young people as they transition to adulthood, bringing people back to Tameside who are living out of borough, and working with housing providers on new stock.
- Supported Employment services through Routes to Work continue to raise awareness of their supported employment offer, through active engagement of young people and adults, local providers, and schools and colleges, to increase take up of supported internships, paid employment, volunteering and work placements. They maintain a key focus on NEET (not in education, employment or training) work with the SEND cohort.
- Work is also being undertaken with the SEND Team and Economy, Employment and Skills Team to develop and increase the Supported Internship offer and this will be taken forward with funding through the National Development Team for Inclusion (NDTi). A Supported Internship offer is in place with a partnership model between Active Tameside, Tameside

Hospital and Tameside College. There are shared aspirations for supported internships to be available across a wider range of employment sectors.

- To improve access to information, Adult Social Care have appointed a dedicated communications officer.
- Both the Learning Disabilities and Autism Partnership Boards have people with lived experience as key members and who are involved in discussions, reviewing council activities, making decisions and raising any key concerns. The Learning Disability Partnership Board have chosen their three priorities to focus on for 2023/24 which are advocacy, belonging and good health but with a spotlight on mental health.
- A new EDI training for staff across the council has been rolled out, including training on socio-economic disadvantage.
- The voice of people with lived experience is at the heart of all training in Adult Services is being delivered in partnership with service users to ensure people are listened to about how they want to be supported. People with lived experience also form part of Adult Social Care recruitment panels for key roles that have learning disabilities and autism responsibility. When appropriate, people with learning disabilities and/or autism are invited to be part of adults commissioning processes, whether that is to develop service specifications, or to evaluate the tenders that come in.
- Tameside Council have mandatory e-learning modules on topics including Autism awareness, learning disabilities and mental health for the social care workforce. Both the LD and Autism Partnership Boards will have a key focus on rolling out the nationally mandated Oliver McGowan training The Oliver McGowan Mandatory Training on Learning Disability and Autism | Health Education England (hee.nhs.uk)
- Through the Partnership Boards, with health having been identified as a key priority since the pandemic, there has been a real focus on improving take up of annual health checks with targeted action with GP Practices. There are Identified Learning Disability Champions in all Practices who meet to share learning, best practice and training. GP practices with a lower uptake of Annual Health Checks (AHC) have been identified; to support these practices from early on in the annual cycle to try to address this moving forward.

Trafford

- We are exploring the development of a Disabled Peoples' Organisation for Trafford through discussions with Beyond Empower and Trafford Community Collective together with the GM Coalition of Disabled People as part of ensuring we have an over-arching voice for disabled people living in the Borough. More work to be done although capacity is currently a barrier to progressing.
- Trafford Deaf Partnership (TDP) which brings deaf residents together with representatives of organisations such as GMP, Trafford NHS ICB Locality, (formerly Trafford CCG), Healthwatch, various Council service areas e.g., Adult Social Care, Licensing & Taxis, Bereavement Services and Manchester Deaf Centre. The aim is to advise on how to make services more accessible to deaf people especially those who use BSL and require BSL Interpretation services. The TDP meet bi-monthly at Trafford Town Hall.
- Beyond Empower / Empower You who support healthy, active lives for disabled people and work to make activities more accessible for disabled people learning from their lived experience. [Empower You - Beyond Empower](#)
- We have an extensive list of groups run by and working with disabled people in Trafford and share these lists with lead officers who organise consultations on local initiatives and improvements. For example, our Planning Team are currently working on a bid for funds to improve Longford Park and Stadium in Stretford, so these groups are being invited to put forward suggestions on design improvements and accessibility etc.
- Trafford Deaf Advocacy Service is funded by our Commissioning Team, and work closely with TDP and partners, providing a liaison and advocacy service between individual deaf residents and service providers particularly in health care, local businesses, Council Tax team, DWP etc.
- We have BlueSci that offers Trafford Community Mental Health Services – some activities commissioned by the Council and work closely in partnership.

- Voice of BME Trafford offer exercise classes such as 'healthy hearts and hips' to local people particularly those from African, African-Caribbean and Asian communities. Some activities commissioned by the Council and work closely in partnership.
- Trafford Disability Drama Group for adults 'living with disability labels' - [Trafford Directory | Trafford Disability Drama Group](#)
- Lived Experience Advisory Panels (LEAP) - Parents Forum's Lived Experience Advisory Panels are for Trafford parent carers who have lived experience of SEND services, and who can share their insights and experiences.
- We have a concessionary leisure pass for disabled people.
- Trafford Carers Centre [Contact us \(traffordcarerscentre.org.uk\)](http://traffordcarerscentre.org.uk)
- Our Welfare Rights team specialise in complex cases and the majority of our clients either have a disability or are deemed as being vulnerable. 15.7% of referrals come via Adult Social Care and 13% come from the NHS and CMHT's. Although these referral figures appear low it is important to note that 55% of total referrals are self-referrals directly from the client. PIP is the most common issue for the team after benefit checks with 26.7% of our total number of referrals being PIP related.
- Good news story - a client who came to our team out of desperation and the officer asked the client if they were in receipt of Severe Disability Premium payments. Despite seeking advice from other information and advice services this had never been mentioned previously. An application was completed, and the client later received a letter stating that not only were they eligible the claim was also being backdated to 2017 and the client was awarded £19,000. This additional benefit alongside the backdated award means that the client can now spend money on things to assist with her disabilities. It also highlights the need for experienced advisors who are aware of the lesser-known benefits which can make a massive difference in quality of life.

Wigan

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

Specific pieces of work include:

- Wigan Council are continuing to work on the New Era for the borough building on the foundations of the Deal. We continue to work with our staff, VCFSE sector, residents, businesses and communities to coproduce the next steps, recognising existing gaps, inconsistencies, and the unprecedented challenges we face and go bigger and deeper in the New Era. There continues to be a specific focus on:
 - inequality and a commitment to address it throughout our philosophy, strategy, and approach.
 - community health and wealth building and sustainability as key ingredients to improving outcomes for residents, communities, and businesses.
 - a more confident, mature, and systematic approach to deep engagement and co-production at strategy, service and operational levels.
- In Wigan we are about to embark on a large engagement project to influence a new Wigan borough equality approach (Launch November 2023). Happy Smiles CIC (Disability equality training provider) are joint Independent Facilitators for the engagement project (With Everything Human Rights). We also have a few additional VCFSE members with a focus on disability as members of the EDI Steering Group and Equality Strategy Design Group who support and overlooks this engagement project. The conversations will cover a wide range of policy themes, transport, digital, housing, employment, health etc.
- Through the Deal for adult social care and health we take a proactive approach to supporting people to live their best lives.
- We focus on people's strengths, assets and skills to help them achieve their aspirations and support overall health and wellbeing.
- Shared lives service - [What is Shared Lives? \(wigan.gov.uk\)](https://www.wigan.gov.uk/what-is-shared-lives/)

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

Housing

- We have a good understanding of the need for accessible accommodation across all tenures from our Housing Needs Assessment (2020), this is now being refreshed for 2024.
- We are currently in the process of completing a new asset management strategy which will focus on providing quality homes for all.
- We also have an ambitious new build programme which includes extra care facilities in the heart of communities. The Council has a 'future-proofing' policy so that, over time, more homes will be 'suitable' because the common major adaptations will already have been done.
- In addition to this, we have a committed aids and adaptations team whose prime aim is to ensure people can remain in their own homes and receive the adaptations to do this- this is a positive step and we have seen an increase in referrals as we recognise that being in your own home has a positive impact on individuals long term health.
- We keep a record of adapted council homes and our HomeFinder scheme aims to match people to adapted properties.
- This approach is more difficult in privately owned homes because of restrictions on how DFG is spent. However, we are exploring alternative schemes to support modifications to the homes of older private owners as their needs change.

Social care (charging)

- The council continues to contribute to national work and lobbying for changes to the way adult social care is funded to reduce the burden on local residents,

and for a sustainable funding settlement for local government and adult social care.

Training (culture change)

- Our Senior Management Team took part in a Leadership training day (Nov 2022), which was hosted by two local groups (including a local disability training provider CIC). We intend to repeat this again in 2023.
- An internal inclusion plan has been drafted and been codesigned with staff.
- We are working to commission a local provider to work alongside us and increase knowledge and understanding around EDI, and the protected characteristics including disability.
- We also currently work currently with a local provider who delivers bespoke disability awareness workshops to some areas of the organisation and specific training. For example, around positive risk taking when working with disabled people.
- A pilot learning session has taken place in our Children's services around EDI awareness. Following the success, the training is being rolled out to all managers then staff, by a local provider we have worked in partnership with. This will be an initial awareness, followed by specific learning around the protected and Wigan additional characteristics followed up by a final phase bringing this back together and considering issues such as intersectionality.
- Our internal inclusion plan has been agreed by our Senior Management Team and been endorsed by our Confident Council Scrutiny committee. This focuses on key areas:
 - Engagement, comms and co-design
 - Learning
 - Data and insight.
- We continue to work closely with a local provider who delivers bespoke disability awareness workshops to some areas of the organisation and specific training. For example, around positive risk taking when working with disabled people.

Voice of the Disabled People

- As a council, one of our most important responsibilities is to work in partnership with our communities to support and enable people to meet and overcome the challenges they face and to make the most of and create opportunities. Over the last 10 years, we've been trying to do this through The Deal. However, we know that the world has changed since then, so now we have taken stock and will re-set. We have been running a host of 'new era' conversations, including working with community-led engagement through the Community Connection Group (A group of community leaders who have worked alongside us to shape the process, engaged their networks and communities to explore the questions, and helped us interpret the feedback we got to develop recommendations). Wigan and Leigh Embrace (members of the GM Disabled Peoples Panel) sat on the group.
- Community Capacity Officers (CCOs) in neighbourhoods can support residents to set up their own group or to connect with existing groups. Help with setting up a constituted group.
- CCOs can work with VCFSE organisations who are supporting disabled residents to ensure they can be fully accessible. For example training, adaptations.
- CCOs linking groups into different Council departments, e.g. events team.
- Provide external funding support to community organisations supporting disabled residents, some recent examples include (but not inclusive) The Hamlet £10k, Standish Lip Reading Society £10k and Ashton Deaf Club.
- Support other Council teams looking to access funding to support disabled residents – The Communities team have worked with the 'Be Well' team to identify funding to install new pool pods for wheelchair users.
- Making sure that groups can network with each other through neighbourhood networks and our boroughwide network.
- Wigan Council attends Wigan Access Committee, a local advisory group. We address and issues raised and currently supporting them to recruit new members.
- In Wigan we are about to embark on a large engagement project to influence a new Wigan borough equality approach (Launch November 2023). Happy Smiles CIC (Disability equality training provider) are joint Independent

Facilitators for the engagement project (With Everything Human Rights). We also have a few additional VCFSE members with a focus on disability as members of the EDI Steering Group and Equality Strategy Design Group.

- Wigan Council attends the GM Equality Officers group and GM NHS Equality Group and Tackling Inequalities Board.
- We have met with Wigan and Leigh Embrace who sit on the GM Disabled Peoples Panel to discuss how Wigan can implement the recommendations and how the report can influence the new Wigan borough equality approach.
- Disabled people equality community groups, including Wigan and Leigh Embrace sit on the local EDI Steering Group.

Digital

- Henshaw's are providing a provision of digital enablement support for adults with visual impairments. This includes assessments, technology training, help with grant applications (to support purchasing digital equipment), skills for seeing training, digital information, advice, and guidance. Our web and innovation team are shadowing some of this work so we can learn from the lived experience of those with visual impairments (trying to use tech and get online). This project is for 12 months which started in January 2023. We have managed to secure further funding until 01.01.2025
- We are continuing to look how we gift tablet devices and Echo Shows to disabled adults (over 18s) or over 50's. Recipients will receive volunteer support to use the device and learn basic digital skills. We are also developing further training for our TechMate volunteers and the council team. staff on the different software/assistive tech to help people to get online.
- Staff and volunteers who support residents with technology received training from Ability Net to equip them with the knowledge and skills to assist individuals with disabilities in accessing and using technology. This empowered our staff and volunteers to provide better support, enhance accessibility and promote inclusivity in our TechMate tea party sessions (digital support drop ins).
- Our Digital Communities Partnership is growing from strength to strength, and we have recently gained 4 more new members which include Wigan Warriors

Community Foundation, Wigan Athletic Community Trust, Green Grass Community Centre and Age UK taking the partnership to 24. The team visit and support all members with basic digital skills including those with disabilities. They also train the volunteers so that they can run their own sessions and educate them about sustained support which is a crucial step towards a more inclusive and supportive digital world

Leisure

- The local Be Well leisure offer for disabled people [Active Inclusive \(wigan.gov.uk\)](#) alongside the wider leisure offer.

Cost of living/ Maximising income

- Adopted the Socio-Economic duty in Wigan in 2019.
- Carer is also a local protected characteristic in Wigan.
 - Staff support who are carers include Carers Champions
 - Carers are entitled to 10 days(pro-rata) carers leave per year. This is in addition to Special Leave, this offers vital support for our staff who are carers at those times when they need it most.
- Working with and principal member of the GM Poverty Alliance.
- Within the Household Support Fund October 2022 to March 2023, Authorities had the flexibility within the scheme to identify which vulnerable households are in most need of support and apply their own discretion when identifying eligibility, in doing so particular consideration should be given to households who cannot increase their income through work. Wigan's HSF for this period for households with disabled family members was households in receipt of Council Tax Disabled Band Reduction received a single award of £80 (awarding £104k across the borough). There will be no application process with payments being made by Post Office cash voucher or directly into bank accounts. (Cash first is a key priority in Wigan).
- Household Support Fund April 2023 – March 2024 had made a one-off cash award by BACs or PO cash voucher to households receiving a Council Tax Disabled Band Reduction, awards totalling £148,170 to 1,347 families.

- Additional support has been delivered through referral and self-service requests:

Electrical Appliance	21
Energy	960
Food	728
Total	1709

- Many awards for food and energy are ongoing monthly awards.
- The current Household Support Fund has been developed to encourage the boroughs unpaid carers to make applications to receive support and help towards their rising food and energy costs. So far, we have made awards to 51 carers totalling nearly £3,000.
- Income Maximisation is a priority, engaging with our residents making sure every contact counts, through our welfare rights teams, welfare support and our Here for You campaign.
- We continue to use our own Welfare Rights Team and our partners to deliver income maximisation for our vulnerable residents who may have entitlements to benefits that they were unaware of.
- A series of 16 Energy Advice Events including income maximisation are being held in our Life Centres from October to December. These events are in partnership with our own Local Welfare Support Team, AWARM and partners Green Doctors, the CAB and Age UK.
- Age UK offer income maximisation for older adults and older adults with disabilities; as well as handyperson services to help people stay safely at home for longer.
- Money Advice Referral Tool developed in partnership with Greater Manchester Poverty Action Group (GMPA) – the aim of the tool is to help identify appropriate expert organisations to refer residents struggling financially to, to maximise their income and reduce their need for emergency assistance in the future. We have launched the tool in Wigan, and this is being used across our warm welcoming spaces and other VCSE organisations.
- This year our warm welcoming spaces will have refresher training and support on the Money Advice Referral Tool to make sure as many residents as

possible access help and support. We are looking to develop roadshows to take to venues to provide advice and support to customers visiting,

- We cascaded the GM Winterwise booklet to support older adults and older adults with disabilities with advice and guidance for keeping well during winter, which included a wide range of information from income maximisation (e.g., promotion of pension credit top up); strength and balance; eating well; etc [Winterwise guide - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)
- The Winterwise booklet will be shared again this year, with preparations underway currently.
- The council has developed a programme of support '[Here for you](#)' and organised a large scale partnership event on 15th November.
- Our [Supported Employment Service](#) (SES) is to support people with a disability or long-term health condition to gain and sustain paid employment.

Data

- Data gathering forms a key part of the part of our Equality Impact Assessments. Specifically, the Impact Analysis action plan which requires decision makers to gather the existing information available, to identify whether the proposed strategy/project may give rise to a discriminatory outcome or unmet need. All projects/changes are expected to have an EIA.
- We are refreshing our approach to EIAs and support given to staff. Within this review we will be looking how best to undertake an annual cumulative impact assessment
- In Wigan, as an employer, our Organisation Development Inclusion and Talent Team have been reviewing how to improve the recording of equality information of our staff to help us support individuals.
- We are currently developing interactive Census based datasets which will be made available online for staff and communities to use. Included in this will be data on age, sex, race, religion/belief, gender identity, sexual orientation, disability, legal partnership status and armed forces.

Disabled voters

- From May 2023, Returning Officers needed to take all reasonable steps to provide support for disabled voters at polling stations, as required by the Elections Act 2022.
- Wigan worked in collaboration with GMCA and the other nine local authorities to ensure that all polling stations were accessible to the needs of voters with disabilities.
- In the run up to the May 2023 elections we wrote to all residents with a household notification letter (HNL) and included with a postal vote application for non-postal voters which gave an alternative option of voting for disabled voters.
- Further communication was included in:
 - Council Tax booklet/ Borough life magazine.
 - Housing residents' weekly newsletter.
 - Social media posts.
 - Internal communications/ training to polling station staff.
 - Posters in Libraries.
 - Wigan Council video channels – Instagram/TikTok

Accessibility at Polling stations

- Some temporary buildings, and all 'portable' polling stations were fitted with temporary ramps to assist wheelchair users with entering and leaving their building.
- A new information page on the council's website was created to provide information on the improvements to accessibility in polling stations and included a section where residents could request additional support at their polling station.

Signage

- All polling stations are provided with a large Polling Station sign to attach outside so
- voters with can easily identify the building is being used polling station.
- Additional signage is also provided for directing voters on how to enter and exit the
- building.

Polling station staff training

- Polling station staff have been given extra 'accessibility training' which included:
- Information on the barriers faced by disabled voters at the polling station and how polling station staff can help reduce them.
- Providing an information video by the Royal National Institute of Blind People (RNIB).
- Highlighting and raising awareness that not all disabilities are visible or obvious, and that polling station staff should not make assumptions about what equipment voters might need.
- Stating the importance of clear communication about the voting process.
- Providing training on the use of equipment provided at the polling station to enable or make voting easier in the polling station for disabled voters, including the tactile device.
- Providing awareness that voters with sight loss may use apps or torches on their mobile phones as an aid better lighting.

Polling station equipment/signage

- All polling stations included equipment and signage to assist, and support disabled when voting

Greater Manchester Combined Authority

Date: 24th November 2023

Subject: Greater Manchester Children & Young People Programme Update

Report of: Councillor Hunter, Portfolio Lead for children and young people and
Caroline Simpson, Portfolio Lead Chief Executive for children and young
people.

Purpose of Report

Update GMCA on three important pieces of work as part of the GM Children & Young People's programme including:

- GM Pledge
- Project Skyline
- GM Fostering Programme

Recommendations:

The GMCA is requested to:

1. Note the commitment of all GM Local Authorities to tackling the high costs and reliance on agency social workers by signing up to the 'GM Pledge'.
2. Note progress to date on 'Project Skyline' and the intention to launch the procurement exercise for the proposed children's homes in the final quarter of 2023/24.
3. Note the GM level response to the challenge of how to increase the number of foster carers across the city-region.
4. Continue to lobby Government for fair and sustainable funding for children's services and an acceleration of the regulation and statutory guidance required to tackle the rising costs of placements for Looked After Children and the high cost associated with agency social workers.
5. Identify work areas within the GM Children's programme that are of particular interest for the next thematic update from GM Children's Board to GMCA.

Contact Officers

Jacob Botham, Children & Young People Lead, GMCA
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1. Introduction/Background

- 1.1. In recent years there has been increasing recognition of the value of Greater Manchester level collaboration around children's services. The GM Children's Board now oversees a broad range of GM level programmes aimed at improving the lives for children & young people, often with a focus on supporting those living in the most challenging circumstances. These programmes involve local authorities, health, police, VSCE partners and often young people themselves working together on a range of activity aimed at improving service delivery in localities, enhancing the knowledge and skills of professionals and implementing innovative practice models.
- 1.2. It is now more important than ever that as a set of partners we come together on a city-regional basis around the needs of GM children & young people. As public services we face significant levels of demand across parts of the children and young people system, for example we are seeing unprecedented demand for speech and language, SEND and mental health services. These are patterns that have undoubtedly been exacerbated through the impact of the Covid pandemic, alongside evidence of an impact on the development levels of our 0-5s and a lasting legacy of poor school attendance levels for some pupils.
- 1.3. In response to these challenges the GM Children's Board continues to advocate for taking a system wide response to these challenges – this means GM public services working together as one to respond to the challenges rather than operating in organisational silos. A good example of this is the development of 'Giving every child and young person the best start in life' element of the GM Integrated Care Partnership Joint Forward Plan, which seeks to align system activity and resources in order to tackle the most pressing issues and respond to the needs of priority groups of children and young people (e.g Looked After Children).
- 1.4. From a financial perspective, Children's Services departments across GM and nationally continue to face significant financial pressures. An exercise with locality finance leads concluded in late 2022 found that GM's local authorities were spending more than £480m on children's social care budgets areas, including around £100m on external residential placements.¹ High-level modelling of the official financial outturn data published by DLUHC suggests that there has been a 31% real-terms increase in

¹ Based on bespoke financial returns from the x10 locality authority Children's Services finance leads, presented to Directors of Children's Services and Treasurers in Autumn 2022. Based on outturn figures for 2021/22. It is intended to revisit this exercise shortly to review the latest trends.

GM authorities' spend on late intervention in the last five years, along with a - 8% real-terms reduction in spending on prevention/early intervention in the same period.²

1.5. In light of these challenges and parallel demand/financial pressures in other parts of the system (including the NHS, for example children and young people mental health services) the GMCA programme team has been working alongside the ten Directors of Children's Services on projects designed to tackle some of the causes of these pressures through GM-level collaboration. At the same time GM NHS is demonstrating its commitment to supporting the needs of some of the most vulnerable young people in GM, for example through dedicating funding and resources to improve the standard health offer for Looked After and Cared For young people (described in the GM Integrated Care Partnership Joint Forward Plan).

1.6. This report provides a summary of progress on a three projects that are all at an important stage in their development that are designed to tackle some of the financial pressures facing GM local authorities (and in the case of Project Skyline also GM NHS pressures) and improve the experience of GM children and families. The projects include:

- **The 'GM pledge'** – agreement between Local Authorities designed to help manage costs and reduce our reliance on agency social workers.
- **Project Skyline** - proposal to create supply of children's homes to increase availability of LAC placements in the GM region for some of most vulnerable young people whilst tackling the significant costs associated with these type of placements.
- **DfE Fostering Pathfinder** – Funding opportunity for GM as a city-region to test reforms around fostering identified through the independent review of children's social care.

2. Implementing the 'GM Pledge'

2.1. Local Authorities children's services departments are facing significant challenges in terms of recruitment and retention of staff. As with many other parts of the country a shortage in the children's social care market has resulted in increasing pay rates for

² Based on an analysis of Local authority revenue expenditure and financing England: 2021 to 2022, applying a high-level analysis to replicate [this](#) national analysis by Pro Bono Economics published in Sep 2023.

agency staff in Greater Manchester contributing to financial pressures on children's services budgets.

- 2.2. There are currently 581 agency children's social work roles being used by GM LAs (at the end of September 2023) which equates to 27.7% of the total workforce. At the end of Q1 2023/24, the annualised total spend on these agency roles was around £43m. The reality is that Agency social workers cost more to a local authority than a permanent social worker - this has a knock-on effect of reducing levels of funding that may otherwise be available for wider services.
- 2.3. Whilst at an operational level it's vital to recognise the important role that agency staff play in supporting GM children and families in addition to the financial challenges for local authorities an over reliance on agency social workers rather than permanent staff potentially means that children and families may experience more unstable social care experience, which can leave them feeling frustrated and unsupported.
- 2.4. In response to these challenges the ten GM Directors of Children's Services and HR Directors have worked together on the development and introduction of the 'GM Pledge', which sets out a series of commitments from the ten GM local authorities to work collectively to support and manage our social care workforce, including tackling the high cost of agency children's social workers (see Appendix for details).
- 2.5. The 'GM Pledge' builds on similar agreements between Local Authorities in London and the East of England but it also reflects some of our own ambitions / challenges. As an example, an important aspect of the work on the Pledge for GM has been to review the current rates of pay and agree a maximum cap rate. This recognises the need to strike the right balance between the market factors whilst addressing the financial challenges facing Local Authorities.
- 2.6. The 'GM Pledge' was approved by the GM Childrens Board meeting in September and went live on 1st November, 2023 following extensive consultation with staff, chief legal officers, legal counsel, GM trade union representatives, Reed (GM Managed Service provider) and other stakeholders.
- 2.7. To monitor compliance with the 'GM Pledge' the GMCA research team have produced a baseline report which sets out information on the number of agency worker roles across GM, the number of assignments that are over the GM Pledge cap and number of managed teams. A bimonthly monitoring report, supplemented by monthly data returns will be provided to DCSs/HRDs during the first 6 months of GM Pledge implementation. This will ensure implementation can be monitored in a timely and effective manner.

- 2.8. Work undertaken as part of the development of the GM Pledge has brought to the fore the wider issues of recruitment and retention challenges in the children's social care workforce. The ten Directors of Children's Services and HR Directors have agreed to hold a joint session in December, 2023 to discuss what else we can do as a GM system to tackle these issues and strengthen our focus on the benefits of being a member of the permanent children's social worker in GM.
- 2.9. Regionally we are working closely with the North-West Association of Directors of Children's Services (NWADCS) and an update on progress is being taken to the next meeting on 21 November. Nationally we are also connected into conversations taking place with the Department for Education and other regions to support thinking around how some of ambitions of the pledge could be supported by introduction of new rules nationally, with statutory guidance expected in autumn 2024.

3. Project Skyline

- 3.1. Just over 12 months ago GMCA research team undertook an extensive piece of financial analysis looking at the cost of placements for Looked After the Children in GM. In many ways the analysis reflected the picture nationally, with LAC placements accounting for significant proportion of overall spend, rising costs for placements and an absence of the sort of placements required to meet the needs of some GM children. This 2022 analysis demonstrated that around 50% of total children's social care expenditure related specifically to GM's looked after children, with outturn exceeding budgeted expenditure in 9/10 localities. A recent review of the costs of independent sector placements has confirmed that these pressures continue: the median weekly cost of a residential externally-commissioned placement is now around £4,800, up 14% on the average twelve month previously.³
- 3.2. Building on one of the central aims of the GM LAC Sufficiency Strategy GMCA working with Local Authorities and NHS colleagues have developed a proposal to create supply of a new set of children's homes that will respond to the need for more provision to accommodate young people with complex mental health issues and those experiencing emotional behavioural difficulties.
- 3.3. The project entitled 'Project Skyline' with leadership provided through the lead Chief Executive with responsibility for Children and Young People and lead GM DCS for

³ Median weekly cost per independent sector placement, placed by GM Local Authorities in the period April 2022-March 2023. Source: 'Placements North West' quarterly submissions by GM commissioners

Looked After Children has developed significantly over the last 12 months and is poised to move into the next phase.

- 3.4. An important development for the project is the creation of a Memorandum of Understanding between all ten Local Authorities and GM NHS. The MoU recognises the commitment of the ten local authorities and GM NHS to the ambitions of the project including the investment case, which would see the homes acquired and owned by GMCA then leased to a third party who will deliver the provision on behalf of the 10 Local authorities. The signing of the MoU represents an important milestone for the project - providing the necessary assurances for the project to be able to progress the procurement phase and secure the allocation of further resources from GMCA.
- 3.5. Another important milestone for the project has been the recent Market Engagement event. Attended by a range of providers of different sizes this event provided an opportunity to soft test the aims of the project, test key aspects of the specification and communicate the tender process with the marketplace. A further market engagement exercise is planned for the next few weeks, after which the detailed procurement timeline and final version of the specification will be produced. It is proposed that the procurement exercise will be launched before the end of the financial year (23/24).
- 3.6. Recognising the importance of having a clear health offer within the children's homes discussions have been taking place with NHS GM colleagues to ensure that the health offer within Skyline is aligned to the strategic objectives of the project. GM Integrated Care Executive Board have agreed to nominate an NHS lead for Skyline who is working alongside the project team to design a clinical offer within the service specification.
- 3.7. In parallel to this work GM have submitted a bid to be one of two pathfinder areas nationally for the Regional Care Cooperatives that building on Project Skyline would see GM accelerate ambitions to re-shape the marketplace for LAC placements with an emphasis on keeping more GM children placed in GM, improving placement stability and working with providers in an attempt to tackle the high-costs associated with placements. The offer to each pathfinder for successful pathfinder areas is £1.5m development costs and an allocation of £5m capital funding. GM expects to hear the outcome of the bid in December.

4. GM Fostering Programme

- 4.1. In response to recommendations within the Independent Review of Children's Social Care DfE announced over the summer an opportunity for regional collaborations of local authorities to submit an expression of interest to be pathfinder areas to test/

implement some of the recommended reforms around fostering. In summary the programme is designed to deliver end-to-end improvements that support boosting foster carer numbers including:

- A recruitment support hub to provide information about fostering for your Local Authority to maximise the number of people who take forward a fostering application.
- Roll out of Mockingbird - an evidence-based programme across the region to support retention of foster carers.
- A marketing campaign to attract new foster carers.

The GM proposal to secure the maximum of £2.7m of funding was successful and GM Local Authorities were notified of the DfE decision in early October. DfE grant funding will support set up and implementation of the recruitment support hub (£1.5m) and implementation / expansion of the Mockingbird model (£1.2m).

4.2. Rochdale have agreed to be the host Local Authority for the regional Fostering Recruitment Support Hub. They will therefore receive the majority of the funding allocation to support the necessary design work and recruitment activity required to have the hub operational by 1st April 2024, An allocation of funding will also be allocated to each GM Local authority to use flexibly to create the link between their existing Fostering Teams and the Hub alongside funding for a pool of Foster Carer 'Ambassadors' that will support LA recruitment activity.

4.3. The Fostering pathfinder opportunity will enable GM to build on the existing Fostering Programme that has already seen us launch the GM 'Fostering Unfiltered' campaign in recent months (A separate allocation of DfE funding for a fostering marketing campaign is expected to be announced in forthcoming months). As part of this campaign all ten Local Authorities and the GM Mayor signed a Fostering Promise as part of the Fostering Unfiltered campaign on the 12th October which marked the beginning of a GM Fostering Fortnight to increase awareness of the campaign, and celebrate and spotlight existing foster carers. The communications activity resulted in over 20,000 video views and over 152,000 post views across social media channels and gives us a springboard for further campaign activity.

4.4. All ten Local Authorities will receive an allocation of funding to support the implementation or expansion of the Mockingbird model (for those GM LAs that already have it). The Mockingbird model involves foster carers being part of a group with other foster carers who are described as satellite foster homes. They are supported by a

central 'hub' home, which provides resources and support to the satellite homes.

Stockport, who have operated the model for several years, will be the lead LA for GM and will provide support and guidance to other LAs alongside the Fostering Network.

4.5. Alongside this programme GM Local Authorities also have an ambition to become the first Fostering Friendly region, a scheme run by the Fostering Network. Discussions are underway with individual Local Authorities to progress this and over the next few months there will also be a focus on working with local and regional businesses around how they can enable and encourage employees to become foster carers.

5. Conclusion and Next Steps

5.1. The projects described in this report are a good example of how through collaboration and shared commitments GM Local Authorities are seeking to find city-regional solutions to some of the biggest challenges facing children's services departments and ultimately improve the lives of children & young people in our boroughs. Whilst the projects described in this report have reached important milestones in terms of implementation it will take time to realise their impact. Oversight of the projects will therefore be provided through the GM Children's Board, the GM DCS meeting and the wider governance that sits around the GM Children & young people programme.

5.2. Whilst Government investment in initiatives like the fostering pathfinder programme is welcome it should be noted that this funding will only cover the set-up costs and first year of operations. Therefore, it is important to continue to make the case for sustainable government funding in fostering and kinship care if we are to avoid the requirement for high-cost LAC placements in the longer term. There is also a strong case for the acceleration of the regulation of the LAC placements market described in the Independent Review of Children's Social Care if the high costs for some placements are to be addressed on a national level.

5.3. Similarly, building on the learning from areas of the country like Greater Manchester and London boroughs that are taking regional action to address the high costs of agency social workers through models such as the Pledge there is a case to be made for accelerating the implementation of statutory guidance on this issue that as it stands has Government suggested will be in place by Autumn 2024.

5.4. It should be noted that the projects described in this report represent a relatively small sample of the GM level work overseen by the GM Children's Board that are designed to improve outcomes for children & young people in the city-region. Other examples of

work overseen by the GM Children's Board include School Readiness, SEND, Care Leavers, Youth Justice, Complex Safeguarding, Children & Young People's Mental Health and the #Beewell Programme. Given the many challenges facing children & young people in the region it is proposed that a further update be brought to GMCA in forthcoming months covering a broader range of programme activity. Leaders are requested to identify the programmes that they are most keen to hear more about as part of this update.

Appendix – Commitments within the ‘GM Pledge’

Each local authority agrees to:

- Commit to working within the pay rates and protocols of the GM Pledge from **November 2023**. This will apply to **new** engagements active from this date. Each DCS will agree a timeline for the transition of existing workers which reflects local circumstances.
- **Bring any existing agency workers** who exceed the new GM Pledge pay rates **in line with the pay rates** and timelines as agreed with each LA.
- **Bring any existing project or Managed Teams to an end within 6 months** of the go live date of October 2023
- **Introduce a standard reference template** for all candidates that relates to standard of practice for any agency worker
- **Not to engage candidates leaving a permanent contract in GM** to take up an agency role in GM for a minimum of 6 months
- **Refrain from headhunting staff from GM** boroughs, unless for a promotional role
- **Work closely with the agency supply chain** to better enable their support of permanent recruitment activities across GM
- **Hold one another to account and provide mutual support** and assistance to other GM LAs e.g. short term provision of staff or leadership advice and support in specific areas
- **Provide accurate and complete data** to the GMCA’s HR metrics service on a quarterly basis

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GMCA

Date: 24th November 2023

Subject: 'Greater Than Violence': A Ten-Year Greater Manchester Violence Reduction Strategy

Report of: Kate Green, Deputy Mayor (Police, Crime, Fire & Criminal Justice)

Purpose of Report

The attached final draft of the ten year "Greater Than Violence" strategy is the first of its kind for Greater Manchester, setting out some clear, long-term ambitions for how GMCA and its partners will tackle violence, through effective prevention and response and by dealing with the root causes of violence. This report sets out how this strategy was developed, including details on the comprehensive consultation process that has informed this work. The purpose of this report is to gauge the views of the Greater Manchester Combined Authority on content and strategic intent of the draft strategy in advance of its intended launch on 12th December.

Recommendations:

That the GMCA reviews the draft "Greater Than Violence" strategy and considers the following:

1. Note the contents of this report and the accompanying Violence Reduction Strategy.
2. For the GMCA to approve and commit to a ten-year strategic plan to reduce violence across Greater Manchester.
3. To commit to work with the Violence Reduction Unit (VRU) and its partners to implement the commitments set out in the strategy.

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

Note the impact assessment summary provided. The assessment completed takes an overview approach, considering the strategic intent of the Greater Than Violence Strategy and collective ability to, over time, achieve that strategic intent.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	<p>The strategy contains specific commitments to reducing violence against those with protected characteristics, such as race, gender & sexuality</p> <p>The strategy will commit to ensuring that the voices of victims remain at the heart of all strategic priorities within the strategy, informing strategic planning & commissioning for the next 10 years. By taking a public health approach to violence reduction, the needs of vulnerable individuals will be considered when writing each commitment within the strategy.</p> <p>The strategy contains commitments to supporting wider access to community centres targeted at young people but is not explicitly aimed at improving access to public services</p> <p>The strategy contains extensive commitments to ensuring that the GM response to serious violence is more community led, which ensures adherence to all principles of Public Service Reform. In addition, The VRU have engaged with the PSR team to consult with their views on the strategic direction of the strategy.</p> <p>By seeking to reduce violence and increase the role in the community in leading on responses to serious violence across localities, the strategy will contribute to increased community cohesion.</p>
Health	G	<p>The strategy takes a public health approach to serious violence and acknowledges that we need to work in partnership with other GM strategies- such as GM Moving- to achieve this.</p> <p>The strategy seeks to work in collaboration with other strategies- such as the Greater Manchester Strategy- to recognise that the mental health and wellbeing of GM residents- to recognise that by improving the wellbeing of GM residents, incidences of serious violence can be reduced.</p> <p>The strategy contains a commitment to collaborating with GM Moving</p> <p>Not directly acknowledged within the strategy</p> <p>N/A</p> <p>n/a</p>
Resilience and Adaptation	G	<p>The strategy seeks to improve public safety by reducing serious violence across GM</p> <p>Yes- by reducing serious violence</p> <p>The strategy will commit to ensuring that the voices of victims remain at the heart of all strategic priorities within the strategy, informing strategic planning & commissioning for the next 10 years. By taking a public health approach to violence reduction, the needs of vulnerable individuals will be considered when writing each commitment within the strategy.</p> <p>The strategy seeks to reduce serious violence, increasing community safety for residents across GM</p> <p>n/a</p>
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		<p>The Greater Than Violence strategy is primarily focused on convening the broad coalition of partners required across GM to tackle the root causes of serious violence, and provide swift and effective enforcement when issues of serious violence do occur. Therefore, it does not directly affect carbon emissions. However, it seeks to collaborate at all times with other strategies- including the Greater Manchester Strategy- and as such, the commitments within the strategy will always seek to play their part in contributing to making GM Carbon Neutral by 2038.</p>
Further Assessment(s):	Equalities Impact Assessment	
G	A	R
Positive impacts overall, whether long or short term.	Mix of positive and negative impacts. Trade-offs to consider.	Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Risk Management

By consulting widely with as many stakeholders as possible, including the public, the VRU have aimed to reduce any risk to a minimal level.

Legal & Financial Considerations & Consequences

No immediate legal or financial concerns arise, however at the instruction of the Mayor, this will be a 10 year strategy, and as such, financial commitments will be required over the next 10 years. The current Home Office grant funding agreement for the Violence Reduction Unit runs until March 2025 and so at this stage the financial picture beyond this date is uncertain.

Number of attachments to the report: 1

Comments/recommendations from Overview & Scrutiny Committee

The Scrutiny committee were supportive of the scope and scale of the Greater Than Violence strategy's ambition, particularly the fact it is a 10-year strategy with key links to education and other key thematic areas. Questions were raised by several members of the committee regarding the strategy's read across to other GM strategies with key interfaces with serious violence, such as the Gender Based Violence strategy, Drugs & Alcohol strategy, and the work of Programme Challenger to tackle drugs supply and county lines. However, the committee were satisfied that whilst the Greater Than Violence strategy was not seeking to own these issues, the delivery plans that will take the strategy forward into actions would address all key themes that intersect with the strategy.

Background Papers

N/A

Tracking/ Process

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

No

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

25th October 2023

The Greater Manchester Violence Reduction Unit (VRU) was formed in 2019 and consists of a team of subject leads and experts from a range of organisations and sectors across GM including Police, Health, Education, Public Health, Probation, VCSE and Youth Justice. In July 2020, the Mayor launched the GM Serious Violence Action Plan, setting out seven priorities based on local data and intelligence and consultation with the community. These priorities were to:

- Support an improved criminal justice response to all forms of serious violence.
- Support community and voluntary organisations to deliver activities and interventions in areas of highest need.
- Ensure families and communities that are affected by serious violence are effectively supported through our place-based offer.
- Ensure victims of violent crime receive appropriate and timely support.
- Create a dedicated Violence Reduction Unit for Greater Manchester.
- Work with Community Safety Partnerships and Local Safeguarding Boards to implement a place-based approach to tackling serious violence.
- Collaborate with schools, colleges and alternative provision to prevent violence.

This action plan underpinned the VRU's Public Health approach to serious violence, focusing on prevention and early intervention with a focus on children and young people. Central to its approach are the Community Led Programmes, an alliance of local VCFSE organisations in each borough of GM to which the VRU has committed over £2.6 million since 2019.

Significant progress has been made against the action plan since 2020 and latest figures show that the VRU and its partners have contributed to a 34% reduction in homicides this year compared with their peak in 2022 (and 12% reduction compared with pre-COVID rates in 2019). Figures for hospital admissions due to assault by sharp object across GM

have reduced by 26% in the year ending June 2023 compared to the previous year (compared to a 12% fall across England and Wales in the same period).

Despite these improving outcomes, the figures on knife crime and violence more generally are high compared with many other city regions in the UK and more needs to be done to prevent and tackle violence in all its forms.

The Mayor, Deputy Mayor and Chief Constable are clear that GM needs an ambitious, ten-year strategy that seeks to improve the response to violence when it happens, as well as focusing on addressing the root causes of violence in society by investing in prevention and community-led programmes of work. Attached is the final draft version of this strategy, entitled “Greater Than Violence”, which has been informed by evidence of what works, partnership data on violence in GM and a comprehensive engagement strategy with communities and a variety of partnership organisations and boards.

The draft strategy is based on two pillars: Prevention and Response. It has sought to balance these two pillars to give reassurance to the public on GM’s response to incidences of serious violence, while retaining emphasis on the critical nature of prevention and early intervention within the public health approach to serious violence. Ultimately, the strategy reflects the fact that preventing violence requires the participation of a broad coalition of partners (e.g. Health, Criminal Justice, Education etc), whilst ensuring there is a strong message to the public that incidences of violent criminality will not be tolerated.

Five guiding principles are articulated in the draft strategy in the context of these two pillars, with clear commitments underpinning these principles. The five principles are:

- 1. Community Led: Ensure that services and interventions are community-led, valuing the voice of communities in how services work with them and ensuring communities are at the heart of problem-solving and decision making to tackle violence.**

The VRU and its partners recognise the critical nature and role of community in all aspects of work to tackle and reduce violence and the strategy is bold in its vision regarding the role of communities in this endeavour. Over the last three years the VRU has worked closely with the VCFSE sector and other partners to establish a ‘community-led’ approach to reducing violence. This has required investment of time and resource, actively listening to people about local issues and supporting them to identify, design and implement solutions at a place-based level.

It is important that the VRU's conversations with communities avoid focusing only on knife crime and more generalised issues of street violence; emphasis also needs to be placed on such issues as violence in the home, coercive control, and stalking and harassment (both in person and online, given that 60% of GMP's stalking and harassment cases in Q1 23/24 were perpetrated online).

2. Early and Timely Intervention: Invest in services which take a preventative approach to individuals at risk of violence and associated harms.

Whilst the VRU programme has commissioned a number of services that operate within the realms of tertiary provision, the vast majority of the programmes that have been funded are those predicated upon the principles of prevention and early intervention. This approach is in line with the public health framework which provides a clear rationale for this important part of the work to reduce violence. Seeking to understand, identify and respond to incidents and opportunities which present much earlier on in people's life course is critical to reducing violence and associated harms.

The work that the VRU commissions in education settings will help to ensure that issues of toxic masculinity and misogyny are a central focus of our work with young people. The VRU has begun to address this via its Education Gender Based Violence project, which involves working with a local charity and a group of schools to develop material on Gender Based Violence for primary and secondary curriculums.

The strategy is underpinned by the VRU's communications and engagement work. Public campaigns can be an effective method of prevention and the strategy will be supported by a range of communications activity with our partners. The VRU will ensure that violence reduction communications are not siloed, connecting to and reflecting campaigns to ensure they complement one another, such as connectivity between the 'I am Greater' and '#isthisOK?' campaigns.

3. Partnerships for Change: Invest in partnerships to secure system and cultural change to prevent violence in the long-term.

Multiagency working is a driving principle of our approach to violence reduction and significant investment has been made to ensure partners across the system, both statutory and in the VCFSE sector, are directly involved in this programme of work. The VRU already has representation from Youth Justice, Greater Manchester Police, National Health Service, Education, National Probation Service, Public Health, Voluntary and Community Sector, Sport, Academia, and Local Government, and the existing action plan

utilises these partnerships to good effect in order to deliver on the commitments set out in that plan. The draft ten-year strategy builds on this, recognising that a public health approach which rests on the principles of a community-led programme is about involving people in dialogue and decisions about improving lives and the day-to-day experiences of community members, their environment and access to good opportunities.

The strategy contains a set of commitments intended to be shared between partners that will align with other relevant GM-wide commitments. Whilst areas such as criminal justice, education, transport, work and skills, child and adolescent safeguarding are obvious overlaps, the strategy will also link in with the commitments and principles set out in the Greater Manchester Strategy, Public Service Reform, the Gender Based Violence strategy and GM Moving, for example.

The draft strategy takes a life course approach as outlined in the 2023 GM VRU joint strategic needs assessment. This will require a system-wide mechanism to ensure people can be reached and receive the necessary services. Health is viewed as a key enabler in this work, and a continued commitment to working closely and aligning priorities with the health sector will be required in order to maximise the full benefits of a whole system approach.

4. Equality, Equity and Justice: Deliver responses to violence that recognise the relationship between inequalities, disproportionality, and violence to create a fairer and more equal society, so that everyone across Greater Manchester can live, work, and study in a connected and positive way.

Inequality is a common factor in many of the adverse outcomes that are experienced across Greater Manchester's communities. The issues of inequality and disproportionality have also been a repeated feature of the consultation process, including in discussion of how to respond to the needs of the people the strategy is aiming to support, and how services are commissioned.

Available data and statistics paint a picture which illustrates the disproportionate way in which people from minoritised communities experience the challenges and negative consequences of violence and its associated factors. The draft strategy presents a clear opportunity to build on the learning and experiences of the VRU and its partners to start to tackle as well as challenge some of the issues which underpin the causes of inequity, discrimination, and injustice in society. Over the last year there has been a notable reduction in the number of people attending hospital following an assault, and whilst this is encouraging, it remains the case that someone who resides in the top 10% most deprived

communities is 4-5 times more likely to present at hospital for violent assault injuries. The VRU will ensure the strategy addresses this disproportionality and also contains commitments to address the need to tackle attitudes, societal norms and underlying inequalities that foster gendered forms of violence and hate crimes.

5. Adverse Childhood Experiences (ACE) and Trauma Informed: All services across Greater Manchester will become trauma-responsive so we can work together to reduce the impact of trauma on future behaviour and outcomes.

Preventing and reducing domestic violence needs to be central to achieving a trauma responsive city region. 64% of children and young people in the youth justice system have witnessed or experienced abuse and violence in the home (of whom 6% have experienced sexual abuse). The impact of adverse childhood experiences on the incidence of serious violence cannot be ignored and a whole system approach to violence reduction is needed to address this.

From year one the VRU has invested a significant proportion of its budget both directly into the GM-wide ACEs and Trauma Programme and also through its devolved funding to local authorities. The VRU has also ensured other commissioned services and interventions are trauma responsive. For example, all hospital Navigators funded across our GM-wide Navigator programme are Trauma Informed, ensuring an effective trauma responsive service for victims of serious violence, whilst the forthcoming Gender Based Violence schools curriculum programme - which will see a VCFSE organisation partner up with 3 primary and 3 secondary schools across GM to develop a curriculum around Gender Based Violence and changing the behaviour of young male pupils - will take a trauma informed approach. In addition, significant VRU resources have been invested in staff training and workforce development, prioritising training workers, practitioners, and officials on the frontline of delivery in required skills and awareness of the impact of trauma.

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GREATER THAN VIOLENCE

A 10-year strategy for preventing and
reducing violence.



**VIOLENCE
REDUCTION
UNIT**

DOING THINGS DIFFERENTLY FOR
GREATER MANCHESTER'S COMMUNITIES

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We want Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer, more prosperous city-region. Our strategy for Greater Manchester sets out a route to deliver this vision for the benefit of our people, our places and our planet.

In Greater Manchester we have already seen reductions in knife crime - between the year ending June 2022 and the year ending June 2023, knife crime decreased by 12.5% across all ages, and 13.5% for victims under age 25. However, there is obviously more work to do.

Violence has a devastating impact on victims and their families, as well as local communities. Violence, and the fear of violence, can also impede some of our ambitions. That's why it is vital that we address the underlying causes of violence and work with our partners and communities to prevent it.

Greater Manchester now has a police force with strong leadership and a powerful neighbourhood policing model that brings together officers, partner agencies and communities to fight crime and solve local problems.

However, policing alone will not prevent violence. A whole system approach is needed to tackle the underlying causes and prevent violence from occurring.

We are committed to taking a community-led approach to deliver our vision for Greater Manchester. The Greater Manchester Violence Reduction Strategy is a 10-year commitment to working to reduce violence and improve the lives of young people and families across the city-region.

Andy Burnham
Mayor of Greater Manchester



Since taking on the role of Deputy Mayor in January 2023, I have been struck by the strength of partnership working across Greater Manchester, and the volume of work already taking place to tackle violence and its root causes.

Violence harms individuals, families and communities, and Greater Manchester Police (GMP) and the wider legal system will work to ensure that those who perpetrate it face consequences. But policing and the law can't tackle violence on their own. That's why the work of the Violence Reduction Unit (VRU) has focused on preventing violence from occurring in the first place. That approach is essential if we are to make the kind of long-lasting changes needed.

Since the inception of the VRU in 2019, tens of thousands of young people and families have been supported through early intervention work, mentoring, and engagement in positive activity. Our Navigator service has supported over 800 young people involved in or at risk of serious violence. Many of these young people have now turned their lives around and are on a more positive path for the future.

We are firmly committed to a community-led approach to violence reduction and including the voices of people with lived experience in decision making. Our community-led programmes are now live in every borough of Greater Manchester, providing place-based support and opportunities to local communities.

However, there is much more to do. There are still far too many weapons on our streets, and too many incidents of people being killed or seriously injured through violent crime. We need to show young people in particular that there is an alternative route for them and offer hope and inspiration for a future where they can achieve their ambitions and live

safely in our city-region.

In all this work, we must ensure that no community is disproportionately impacted by violence or our response to it. We'll align this strategy to Greater Manchester's Gender-Based Violence Strategy, and to our efforts to reduce hate crime.

Greater Manchester should be a place free from violence. I call on partners, services, and communities to work with us to make Greater Manchester a safe and prosperous city-region for all.

Kate Green
Deputy Mayor for Policing, Crime,
Criminal Justice and Fire



The 10-year 'Greater than Violence' strategy marks a significant milestone in our commitment to creating safer communities.

This strategy builds upon the foundation laid by the VRU, harnessing its expertise and experience to drive positive change. Our mission is clear: to reduce violence in its many forms, from street crime to knife-enabled serious violence to homicide. We will do this by addressing root causes and providing holistic support to individuals and communities and through the determined pursuit of those intent on harming others.

Through multi-agency collaboration, we aim to tackle the underlying social determinants of violence, with a robust evidence base, engagement, and consultation. We will also continue to invest in early intervention programmes and neighbourhood policing to prevent violence before it escalates.

Together, with the dedication of our partners and the resilience of our communities, we are committed to making Greater Manchester a safer place for all, where violence is removed as a barrier to a better future.

Stephen Watson
Chief Constable, Greater Manchester



VISION

To work together with communities to tackle violence and improve lives.

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The Greater than Violence strategy commits to working together with individuals and communities to understand their strengths, challenges and ideas to tackle violence. This strategy will work to improve lives by supporting all victims, families and communities affected by violence and by providing positive opportunities to those at risk of becoming victims, witnesses, or perpetrators of violence. The strategy is founded on two pillars: preventing violence from happening and responding swiftly and appropriately when it occurs.

Constructing this strategy around those two pillars recognises that to truly tackle violence effectively, it needs to be prevented from happening in the first place, and in instances where violence does occur, there needs to be a swift and effective policing, health, and criminal justice response to apprehend those responsible and protect victims and communities. Spanning these two pillars are five core principles for how the strategy will be delivered which are aligned to wider strategic priorities for Greater Manchester.

GREATER THAN VIOLENCE STRATEGY

PILLAR 1 PREVENTION

PILLAR 2 RESPONSE

PRINCIPLE 1
Community-led Approach

PRINCIPLE 2
Early and Timely Intervention

PRINCIPLE 3
Partnerships for Change

PRINCIPLE 4
Equality, Equity and Justice

PRINCIPLE 5
Trauma-Responsive City-Region

BY WORKING TOGETHER GREATER MANCHESTER WILL REDUCE:

- ↓ Hospital presentations and admissions for assaults, especially among victims aged under 25.
- ↓ Knife-enabled serious violence, especially against victims aged under 25.
- ↓ Non-domestic homicides, especially against victims aged under 25.
- ↓ Robberies.
- ↓ The severity of serious violence incidents.
- ↓ Fear of knife crime and violence across all our communities.

BY WORKING TOGETHER GREATER MANCHESTER WILL INCREASE:

- ↑ Feelings of safety across the city-region.
- ↑ Aspirations and hope for young people.
- ↑ Decision-making power of communities.

INTRODUCTION

WHY VIOLENCE MATTERS TO GREATER MANCHESTER

It is clear from extensive consultation and engagement with communities across Greater Manchester that tackling crime, particularly where it involves any form of violence, is a high priority for residents. Violence and the fear of violence is an inhibitor to realising Greater Manchester's ambition to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer more prosperous city-region. When violence occurs, it can have a devastating impact on victims, families, communities and wider society, and the effects of violence can be traumatic and long lasting. Our strategy clearly sets out the conditions required not just to respond to violence when it occurs in the city-region, but it also makes a set of commitments about how organisations will work together to address the root causes of violence and prevent it from happening in the first place.

Violence is a complex issue, it can take different forms and can happen in a variety of contexts, with some people being victims of multiple and prolonged forms of violence. Some of the most serious types of violence such as homicide, knife-crime, and gun related crime do happen in Greater Manchester but fortunately these types of crime remain relatively low in number and only accounted for one per cent of all recorded crime in Greater Manchester between June 2022 and June 2023. Unfortunately, other types of violence are much more common, and it is clear we need to do more to tackle them. For example, domestic abuse accounted for 18 per cent of all recorded crime in the same period. Violence or the threat of violence is also a by-product of other crime types such as robbery and burglary, which accounted for 1.4 per cent and 5.3 per cent of all crime in

Greater Manchester in the year ending June 2023. In some cases, violence is so serious that people require emergency medical care and so data from health partners, alongside police data, is crucial to inform a comprehensive understanding of the issue. From June 2022 to June 2023 there were a total of 1,022 hospital admissions and 8,263 Emergency Department attendances in Greater Manchester due to violent assaults with an injury. There are also clear trends across both ambulance call outs and hospital Emergency Department attendances, with Friday and Saturday evenings being the peak times. This mirrors the night-time economy data and shows how drugs, including alcohol, can bring out violent tendencies in individuals (Johnson and Belfer, 1995).

Often violent crimes are perpetrated by repeat offenders. For example, in Greater Manchester over half of all serious violent crimes are perpetrated by fewer than a quarter of all offenders. Male and female offenders and ex-offenders are an often over-looked group who disproportionately experience poor physical and mental health, commonly engage in high risk behaviours and whose needs are often multiple and complex. Taking a trauma-responsive approach to police and criminal justice pathways requires an acknowledgment that most perpetrators of violence are also victims. It is vital that all key partners work together to provide targeted support for people who are caught in a repeat cycle of victimhood, violence and offending and take collective action through co-ordinated preventative, health and well-being and criminal justice pathways to stop this repetitive cycle.



The association between early exposure to violence and premature death in adulthood has been long recognised. More recent evidence documents the biology of violence, demonstrating that traumatic stress experienced in response to violence may impair brain architecture, immune status, metabolic systems, and inflammatory responses. Early experiences of violence may present lasting damage at the basic level of nervous and immune systems and can even influence genetic alterations of DNA (Hoeffler and Fearon 2014).

In addition to death, physical injury and disability, violence can lead to stress that impairs the development of the nervous system and immune system; thereby leading to ill-health in later years. People who are exposed to violence are at increased risk of a wide range of immediate and lifelong behavioural, physical, and mental health problems, including being a victim and/or perpetrator of further violence. Violence can also undermine the social and economic development of whole communities and societies (WHO, 2022).



PREVENTING VIOLENCE IN GREATER MANCHESTER

The evidence in relation to preventing and tackling violence is clear: violence is not inevitable and can be stopped. In 2006, Glasgow pioneered a public health approach to understanding violence, tackling its root causes to prevent it occurring again. A public health approach seeks to improve the health and safety of all communities by addressing the underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence. Many studies have provided evidence to determine what these risk factors are, such as living in a household with domestic abuse, adverse childhood experiences and inadequate housing. This groundbreaking work has had a demonstrable impact in reducing violence in Glasgow and Scotland as a whole, and has contributed greatly to improving the lives of its citizens.

Preventive Greater than Violence Strategy embraces the principles of a public health approach and seeks to go even further by taking a community-led approach in which residents of Greater Manchester, including children and young people, have a voice in deciding how priorities are identified and how services are delivered. Only by treating residents as experts in their own lives and knowing what is best for their communities will there be the true change needed to deal with the root causes of violence.

Across Greater Manchester, communities and partners have already started to come together to find collaborative solutions to reduce violence and create healthier and more inclusive communities.

For organisations to form effective partnerships, they need to understand the full picture of violence across Greater Manchester as there are many inter-dependencies and similar root causes, but levels and types of violence across groups are not the same. For example, young people

are most at risk of experiencing violence, and in Greater Manchester, between 2020 and 2022, the most common age for both victims and suspects of knife crime, non-domestic violence with injury, robbery, and sexual offences was between 14-17 years old. A bold focus on prevention and early intervention is needed to provide young people with supportive environments to help them avoid violence and create opportunities for them to flourish.

It is important also to recognise the landscape of violence among adults and be clear that a different approach may be required to intervene and stop violence from occurring. For example, over a 12-month period it was estimated one in six people aged 60 years or older were subjected to some form of abuse (Yon et al., 2017) and knife-crime in older age groups is most likely to have a gendered dimension and be domestic related.

Furthermore, people living in areas where there is greater poverty and higher levels of deprivation are significantly more likely to be a victim of violence when compared with more affluent areas of the city-region, and it is clear from the research that inequality is a significant factor in predicting violence. Evidence shows that there is over-representation of black children as both a victim of or witness to violence (Youth Endowment Fund, 2022) and an over-representation of black and Asian minority ethnic groups in cohorts of people arrested, prosecuted, and convicted of violent crimes (Stott et al., 2021). Some groups are also likely to experience certain types of violence more than others. For example, one in four women in the UK will experience some form of sexual assault or domestic abuse during their lifetime. It's clear violence and its consequences disproportionately impact some groups and communities more than others. Equality, equity, and justice must be at the heart of Greater Manchester's

approach to ensure fairness in public services and to direct resources where they are needed most to improve the lives of those most affected by violence.

Preventing violence is broader than focusing on the violence alone. It is about ensuring good emotional wellbeing, resilient communities, engagement and cohesion, as well as good employment, good education and supportive and nurturing environments for people to flourish. This cannot be achieved by a single organisation and must be delivered by a wider coalition of partners across education, health, criminal justice, housing, local government, business and the Voluntary Community and Social Enterprise sector. Collaboration will ensure that the approach to violence prevention is sustainable and harnesses opportunities across the wider Greater Manchester system.



RESPONDING TO VIOLENCE IN GREATER MANCHESTER

When a violent crime is committed, it is imperative that there is a swift and robust response from policing, health, and the criminal justice system and that those experiencing violence are protected. The public rightly expect GMP to use its powers effectively and proportionately to deal with all forms of violence and take weapons off our streets, followed up by enforcement action against those who perpetrate violent offences.

Police officer numbers are now the highest they have been for many years. Since April 2023, GMP has recruited 2,044 new police officers, bringing total officer numbers to 8,067. These officers are making an impact through initiatives such as Operation Vulcan which aims to tackle endemic criminal issues in parts of Cheetham Hill and Strangeways, including violence, drug dealing, modern slavery and exploitation. The latest figures show that since Operation Vulcan was introduced there has been a 53 per cent reduction in crime in that area. Following the success of Operation Vulcan in Cheetham Hill, it was rolled out to Piccadilly Gardens in September 2023. A specialist taskforce, alongside neighbourhood officers and PCSOs, have been embedded into Piccadilly Gardens to identify the root causes of existing problems, including violence and the fear of violence, and work closely with local residents, businesses and partners to eliminate all forms of criminality in that part of the city centre, helping to create a safer community and supporting businesses to thrive.

Intelligence-led policing has also resulted in large numbers of knives and weapons being seized and offenders arrested. In the period January to March 2023, GMP's Operation Venture team, dedicated to responding to and reducing knife crime and violence, made 85 arrests and seized 35 weapons across a number of serious violence hot spots across the city-region.



This success will continue to grow through GMP's neighbourhood policing model, which was launched in March 2023. This will see an additional 264 police officers posted to neighbourhood teams across Greater Manchester in the next two years, creating a greater focus on police and partner agencies working together in communities to fight crime, identify threats and crime 'hotspots', and tackle local problems.

In 2022, Greater Manchester launched its first Gender-Based Violence Strategy which sets out a radical 10-year programme to enhance the safety of women and girls, while preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it. Central to this is the public engagement campaign #IsThisOK? which calls on men and boys to take a much more active role in challenging gendered abuse and misogyny to help tackle all forms of gender-based violence. GMP is also playing a crucial role in stopping gender-based violence, and in 2022-2023 increased arrests for domestic abuse cases by 61% and almost doubled the number of arrests for stalking and harassment, the majority of which were offences perpetrated by men against women.

Those who commit violence must be dealt with swiftly, and victims, families, and communities need to know that the criminal justice system has responded effectively and is there to protect them. A fair criminal justice system must have the needs of victims at the centre. Greater Manchester is committed to the Victims' Code to ensure victims receive the support and assistance they need, that they are treated with respect and dignity, and their voices are heard. Being a victim of crime can often be a traumatic experience which is why it is so important that staff across Greater Manchester's public services are trauma-informed, so they can confidently and effectively meet the needs of those who have experienced or been affected by violence.

A crucial part of the response to violence is managing perpetrators of violence and

holding them accountable for their actions. Greater Manchester has invested in the Restorative Justice Service which provides victims with the opportunity to tell the offender how their crime has affected them, and the offender is given the opportunity to repair this harm and make amends. This can have a powerful impact on both the victim and offender.

Youth Justice Services in Greater Manchester operate under 'Child First' principles and continue to develop innovative programmes to engage young people and challenge them to change their offending behaviour. For example, Salford Youth Justice Service has developed a particularly impressive programme of violence desistance which has delivered good outcomes with a particularly challenging cohort of young offenders. There are critical challenges within the secure estate which prevent adoption of child first approaches in practice and effective rehabilitation. A new approach to effective resettlement, in line with child first approaches, constructive resettlement and learning from the national secure schools model is an aspiration for Greater Manchester criminal justice services. The Probation Service also needs to be appropriately equipped to protect the public by managing and reducing harm and preventing individuals from reoffending through meaningful offender rehabilitation.

Prioritising offences involving violence at every stage of the criminal justice system will ensure that offenders are brought to justice and that there is a strong message to the public that this type of criminality will not be tolerated.



GREATER THAN VIOLENCE STRATEGY

In 2019, the Mayor of Greater Manchester recognised the need for a dedicated team of specialists working on the issue of violence and announced the formation of Greater Manchester's first VRU. The VRU is a team of subject leads and experts from the police, probation, public health, health, education, community and voluntary sector, youth justice and local authorities. This unique partnership draws upon a wide range of cross-sector expertise to put in place evidence-based solutions to prevent violence and target services to the most vulnerable and those with the highest need.

Since its launch, the VRU has worked with schools, colleges, hospitals, police, criminal justice partners, charities, and most crucially with communities. The VRU's objective has been to tackle violence and its root causes, with a primary focus on children, young people, and families. The VRU has provided a multi-million-pound investment and commissioned a range of interventions to help achieve these ambitions. Key programmes have included community sports, targeted mentoring, support for parents, work in primary and secondary schools, youth work in hospitals and in the community.

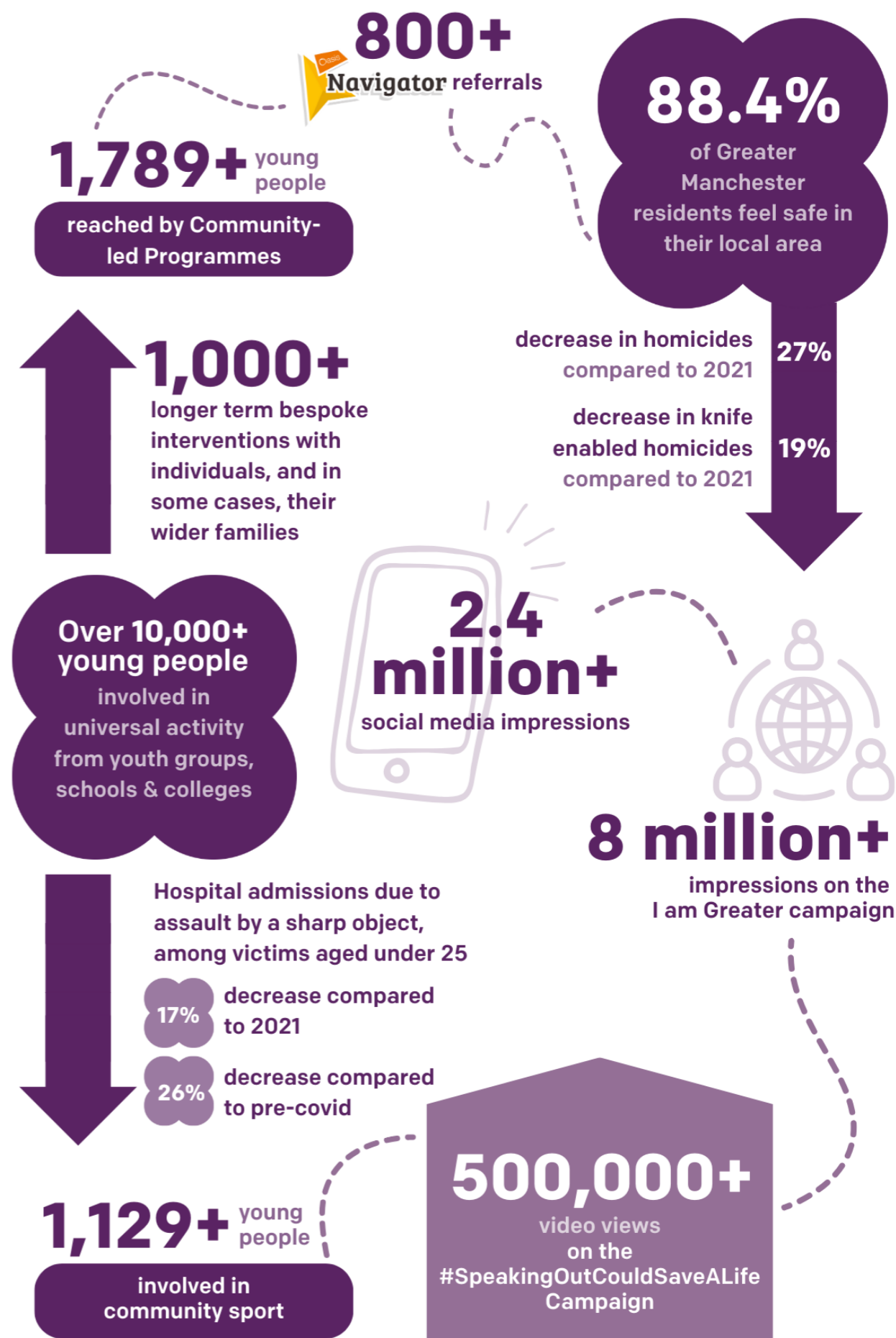
The work of the VRU and wider partnerships, such as with local authorities, GMP and other key agencies including the voluntary sector, is making an impact. Between June 2022 and June 2023, there was a 27% reduction in homicides, a 19% reduction in knife-enabled homicides and a 17% reduction in hospital admissions for under 25s due to an assault with a knife or sharp object. But despite these reductions, there is clearly still much more to do.

The Greater than Violence Strategy builds on this work and sets out an ambitious 10-year journey to prevent and reduce violence. The

foundations of this journey will be built on a public health approach which prioritises prevention and instils safety and security across the city-region. By working together with communities, this strategy will tackle violence and improve lives.



IMPACT OF THE VIOLENCE REDUCTION UNIT AND PARTNERS, 2022-2023



GUIDING PRINCIPLES

Since 2019 the VRU has developed significant knowledge and understanding of violence across Greater Manchester, and what prevents and reduces violence. The VRU has conducted engagement across Greater Manchester to learn more about the change people want to see, including with young people, communities, partners, and the public.

These insights have led to the identification of five principles which set out how violence will be addressed across the city-region and the commitments that organisations, agencies, and partners will come together to deliver. These principles will be applied across the two pillars of the strategy: prevention and response. It is crucial that violence is prevented from happening in the first place and is responded to effectively by police and criminal justice partners in instances when it does occur.

PRINCIPLE 1 COMMUNITY-LED APPROACH

ENSURE COMMUNITIES ARE AT THE HEART OF PROBLEM-SOLVING AND DECISION MAKING TO PREVENT AND REDUCE VIOLENCE.

A community-led approach is vital to the success of violence prevention because community members know the strengths, challenges and needs of their local area best. Communities need to be empowered to co-design solutions, direct investment, and deliver services in their local area. Putting communities at the heart of decision making ensures preventative initiatives are better aligned to local needs and positively impact the lives of people in the community.

The community should also inform local policing activity and act as a source of intelligence for GMP, helping to identify where policing activity is needed and what solutions will help address threats and hotspots of violence. GMP relaunched its neighbourhood policing model in March 2023, recognising the importance of police and partners working together with communities to fight crime and tackle local issues. This approach ensures members of the public know their dedicated officer teams who are visible, accessible and a trusted policing presence in their community.

The VRU has led the way nationally in reducing serious violence by investing in programmes led first and foremost by the community. The VRU has already invested over £2.6 million in voluntary and community-led violence reduction programmes in all 10 boroughs of Greater Manchester.

The benefits of a community-led approach are clear and have resulted in successes across Greater Manchester. For example, the close working between the Bolton community-led alliance, Bolton Council and Bolton College resulted in the reopening of New Bury Community Learning Centre in

Bolton to allow for community use in the evenings and at weekends including youth work, dance classes, parenting work and a boxing club.

The next step is to build upon the successful work of the community-led approach and grow these programmes to improve outcomes across education, work and skills, and digital inclusion. This will ensure that Greater Manchester public service delivery is built around the unique and diverse needs of people and places.

A community-led approach will continue to be invested in to provide people across Greater Manchester with the opportunity to influence and create change in their local areas. It is crucial that community-led initiatives are provided with stable, long-term funding to have the greatest impact. The Greater than Violence Strategy recognises this and will harness opportunities and seek to align funding streams across the Greater Manchester system, including in the trailblazer devolution deal, whilst also optimising the work of all public services to prevent and reduce violence.

CASE STUDY – OLDHAM COMMUNITY-LED ALLIANCE

In July 2022, four organisations in Oldham were awarded funding from Greater Manchester’s VRU to create an alliance of organisations to support local young people – Fatima Women’s Association, Greenhill Community Sports and Recreation Club, Chai Ladies and Ghazali Trust.

The Oldham programme provides mentoring, youth work and sports programmes for young people at risk of or vulnerable to serious youth violence and exploitation, programmes that empower young females, and projects that engage young people and their parents.

The programme works with young people aged between 10 and 25, and their families, to develop projects to address the underlying causes of violence and build aspirations and opportunities.

When the Mayor and Deputy Mayor of Greater Manchester visited the community-led programme in Oldham, Tafreen Akhtar, social worker, said:

“I started attending CHAI Ladies group, a couple of years ago. It has made a huge impact on my life, my daughters and other mums and their young children who attend the group. It boosts your confidence, mental health, and wellbeing.

“The CHAI group has many projects, including the aunty-crime project, which has been amazing for myself and my children. We have learnt so much about crime awareness and crime prevention and we hope to make a difference to young people and our community.

“CHAI provides a safe environment for mothers who can express themselves, it is vital for the community, and I am proud to be a part of this group, the work we complete and the outcomes we achieve.





COMMITMENTS

- The Greater Manchester VRU will work with Community Safety Partnerships to identify the people most at risk of involvement in violence and will provide them with targeted services such as mentoring, coaching, counselling, or other forms of interventions.
- For young people engaged with the Greater Manchester VRU's community-led programmes who are at risk of involvement in violence, clear pathways into employment, skills and education will be created.
- The Greater Manchester VRU will make investing in safe spaces for young people a top priority for the next 10 years, as requested by the young people consulted in the development of this strategy.
- The Greater Manchester VRU will further strengthen its partnership with the voluntary sector, ensuring the voices of communities – including those with lived experience – inform and influence the approach to tackling violence in the city-region.
- GMP will continue to strengthen its work with communities to inform the work of neighbourhood policing teams in preventing and responding to all forms of violence by being a visible and trusted presence, particularly in areas of highest need.

PRINCIPLE 2 EARLY AND TIMELY INTERVENTION

INVEST IN AND PROMOTE SERVICES WHICH TAKE AN EARLY INTERVENTION APPROACH TO INDIVIDUALS AT RISK OF VIOLENCE AND ASSOCIATED HARMS. RESPOND SWIFTLY WHEN VIOLENCE OCCURS TO PREVENT REOCCURRENCE, KEEP PEOPLE SAFE, AND BRING PERPETRATORS TO JUSTICE.

The first 1,001 days of any child's life are vital to their development, as well as the families that support them. This is a crucial period for supporting prevention and early intervention and steering towards positive outcomes later in life. This is why work in early years transformation has a strong focus on addressing speech, language and communication delay, children's emotional wellbeing and their physical development. It also seeks to provide families with the support they need to raise their children and live their lives in a happy and healthy home environment.

Prevention and early intervention programmes are crucial to tackle violence and to create the supportive environment that children and young people need to thrive. Providing individuals with support in early life can reduce the likelihood of future involvement in violence and can divert individuals away from violence.

Programmes designed to equip young people with the skills to deal with life's risks and challenges have been delivered in schools and colleges across Greater Manchester, from how to stay safe online to how to stop a potentially life-threatening bleed. For example, in 2023 Greater Manchester and Merseyside joined forces to launch 'StreetDrs Save Lives,' a first aid e-learning app which provides innovative digital training for young people affected by violence across the UK.

Use of creative media, theatre productions and training to respond to interpersonal threats and harms have played a substantial role in helping to educate and protect young people. The VRU partnered with Unity Radio's

New Talent Academy to raise awareness of serious violence and knife crime through a series of conversations led by young people which aired live on Unity Radio's Next Gen Youth show.

The VRU has developed relationships with schools and has undertaken extensive education activity accompanied by over £1 million pounds in investment. GMP's School Engagement Officers and education leaders continue to prioritise prevention and constructively support young people to live safe and law-abiding lives. GMP commits to putting children and young people at the heart of its plans through its Child Centred Policing Strategy.

GMP is also ensuring that it prevents and responds to violence in a proactive and timely manner through initiatives such as Operation Venture. This team of dedicated officers is continually building the intelligence picture around violent crime hotspots across Greater Manchester and has submitted over 660 intelligence reports to help to map violence and ensure police officers are focused on targeted areas where they are needed most. This intelligence has enabled Operation Venture to seize and remove over 90 weapons from the streets of Greater Manchester since December 2022. Operation Venture has made over 130 partnership referrals into diversionary programmes to help re-direct offenders and prevent further violent crime from occurring.

These programmes are all in addition to the significant early intervention and prevention work taking place across Greater Manchester by organisations with direct responsibility for children and young people, such as local authorities and Local Safeguarding Boards. Under Greater Manchester's trailblazer devolution deal there is an opportunity to work differently with government to secure pathways for young people, improve the standing of technical education, help young people's experiences of the workplace, and ensure the curriculum is backed by local skills improvement plans and intelligence about local employment opportunities.

Early intervention and prevention programmes and services must continue to be prioritised across Greater Manchester to prevent violence and to support children, young people, and families to succeed in life and to promote a more harmonious, safe, and resilient city-region.

CASE STUDY: MENTORING

A 17-year-old male, with care experience and currently living in a residential home, was on bail for street robbery, not in education, employment or training, and at risk of child criminal exploitation. The young person had a fear of rejection and abandonment and little understanding of how vulnerable he was. There were several missing-from-home reports for him and a lack of engagement with any external services. His behaviour could be aggressive and challenging both in and out of the home and he regularly used cannabis.

The young person was referred to a mentoring programme delivered by Matthew Norford from 1Message, though the VRU's community-led programme. Matthew has lived experience of exploitation and of being part of a gang. An initial meeting took place between the young person and Matthew where they agreed to work together. After a few sessions, Matthew was able to support the young person at a Careers Connect appointment, attending an apprenticeship fair, and applying for Universal Credit.

At one session, the young person disclosed that a close friend had taken their own life and he was struggling with his emotions and how to deal with this. Matthew was able to inform the home and ensure he received appropriate support.

The young person started an apprenticeship in April after attending an interview with Matthew's support and receiving an offer. There have been no additional arrests, only one missing from home episode, a greater understanding of risks and keeping safe, engagement with external agencies such as Catch 22 and Careers Connect, and improved relationships with staff at the home.

GREATER MANCHESTER NAVIGATOR SERVICE

The Greater Manchester Navigator service is a youth-focused, violence reduction programme that has now supported over 800 young people to cope and recover from their experience of violence and assist with access to local support networks to prevent the potential of further violence.

Watch Jermaine's Story



COMMITMENTS

- The Greater Manchester VRU will work with Community Safety Partners and Integrated Care Partners to invest in early years, housing, education, employment and health to prevent violence across the whole life-course.
- GMP's dedicated locality prevention hubs will focus on problem solving, high demand crimes, vulnerable individuals and community threats to prevent and reduce violence.
- The Greater Manchester VRU will work with partners such as GM Moving and the voluntary sector to grow the number of high-quality sport provisions in Greater Manchester to engage thousands of young people in positive activities, including those most at risk of violence.
- The Greater Manchester VRU will work with education settings to find creative ways to engage children and young people – including those with special educational needs – in positive activities to improve attendance and exclusion rates and keep young people safe on their journeys to and from school and college.
- The Greater Manchester VRU will work with youth justice services to go even further in identifying young people at risk of involvement in violence at the earliest possible stage and diverting them away from harm using appropriate tools and interventions such as out of court disposals.
- Greater Manchester Fire and Rescue Service (GMFRS) will develop fire service programmes that incorporate activities and messages to prevent and address violence, such as Fire Cadets and child and adult fire setter interventions.

PRINCIPLE 3 PARTNERSHIPS FOR CHANGE

ALL PARTNERS AND COMMUNITIES ACROSS GREATER MANCHESTER WILL COME TOGETHER TO FIND SOLUTIONS TO PREVENT VIOLENCE.

Tackling violence is a multi-faceted challenge that cannot be resolved by any single organisation. A partnership approach is essential to effectively prevent violence so that activities and investments can be maximised, building on one another to achieve bigger and better outcomes.

The Greater Manchester VRU makes it clear that tackling violence should involve both prevention and a strong criminal justice response when violence has taken place. To achieve this the VRU takes a multi-agency approach and involves a range of partners and agencies such as education, health, social services, transport, housing, GMFRS, youth and victim services. Taking a partnership approach helps ensure the safety of people who live, work and study across Greater Manchester, from being able to take safe and accessible transport to work, to having safe and affordable housing, to accessing safe and high-quality leisure spaces.

A partnership approach is also central to tackling illegal drug markets. People who seek to profit from selling illegal drugs are causing real harm to our communities, especially when violence and intimidation are used. GMP target Organised Crime Groups where drugs are the primary threat through Programme Challenger. In parallel, GMP work closely with partners to support victims and those at risk of drug-related modern slavery and county lines exploitation. This twin track approach will be further expanded in a forthcoming GMP Drug Strategy. In addition, partners, including local authorities, the NHS and VCSE, work together to secure availability of and access to treatment services to tackle addiction and reduce harm.

The VRU has played a key leadership role in

bringing partners and communities together to prevent and reduce violence. The VRU benefits from an established governance structure which incorporates leadership at the highest level, through to operational and tactical expertise throughout various delivery groups. This structure has enabled the VRU to lead the oversight and implementation of the Serious Violence Duty in 2023 which places a statutory duty on specified authorities such as police, fire, probation, and health to work together more closely to address the root causes of violence. The Serious Violence Duty has already started to bring organisations together to develop a data and intelligence sharing agreement to better understand the picture of violence across Greater Manchester.

This approach clearly works, as in 2022/2023, thanks to partnership working and direct VRU funding, more than 10,000 young people were involved in prevention activities such as mentoring and youth work, and over 1,129 young people took part in community sport. Multi-agency initiatives have also been successful in responding to violence, such as Operation Vulcan that aims to rid Cheetham Hill and Strangeways of criminal activity. Since Operation Vulcan was introduced, crime has reduced by almost 50 per cent in the area, including violence with injury. A combination of effective law enforcement by Vulcan officers and unwavering support from dedicated partners, including Manchester City Council, GMFRS, HMRC and immigration officials, has brought about real changes for that community.

This partnership approach will be built upon and strengthened over the next 10 years to develop innovative solutions, reduce violence, and create change across the city-region.

Greater Manchester Police's School Engagement Officer (SEO) programme was initially launched in 2019, dedicated to reducing violence across Greater Manchester. The programme is a clear example of effective partnership working and was developed after extensive consultation with hundreds of education professionals across Greater Manchester, including representatives from primary and secondary schools, further education, pupil referral units and other forms of alternative provision.

SEOs provide generic crime prevention and safety advice, make better use of diversion schemes to lead young people away from criminality and onto positive pathways to help prevent them from entering the criminal justice system, and develop activities that help build positive relationships between police and young people.

CASE STUDY: GREATER MANCHESTER POLICE, SEOs

Two SEOs were deployed to a school in Salford and identified a small group of children in each year group that they believed were either involved in criminal activity, or on the periphery of group criminal activity.

The children met with the SEOs weekly to discuss topics, such as county lines, gangs, knife crime, and cyber bullying. The children were also given free time to chat with the officers around issues that concerned them, either personal or community based. One young male clearly distrusted the police and had previously verbally assaulted a PCSO. His father was a known member of an organised crime gang and was serving a long prison sentence.

When the sessions started, he refused to engage with the SEOs, but over time, as he saw his peers engaging with the officers, he began to speak in sessions. When he realised the officers were listening and responding to him in a non-judgemental way, he slowly began to engage more with them, explaining his concerns and lifestyle and chatting about how he saw his future. When the COVID-19 lockdown occurred, the SEOs agreed with the school that they would continue their sessions online - he didn't miss a single session.

He began to work harder in school, and with the help of the school staff attended extra lessons to prepare for his GCSEs. He told the SEO that he now understood that they were people behind the uniform, and he stopped the local PCSO in the street to apologise for his previous actions. He went on to pass most of his GCSEs.

In the following September, after he had left school, he waited at the school gates on the day he knew the SEO would be attending, to proudly tell them that he had secured an apprenticeship over the summer and would be starting a trade and was adamant that he would not be following in his father's footsteps.

COMMITMENTS

- Align the violence reduction programme with those aimed at tackling gender-based violence, youth justice transformation, serious and organised crime, drugs and alcohol, and mental health.
- Recognising that many young people and women in particular report sometimes feeling unsafe on public transport and on their journeys to and from stations and stops, the VRU will work with the Greater Manchester TravelSafe partnership to prevent and tackle violence across the public transport network.
- The Greater Manchester VRU reaffirms its commitment to GMP's team of SEOs and will continue to invest resources into helping them to develop trusted relationships with children, young people, parents, and their communities.
- GMP will work with the Greater Manchester VRU and other key partners to ensure its officers use problem-oriented policing approaches to prevent and tackle violence and ensure victims and those at risk of involvement in violence are referred to the Navigators programme or similar projects.
- In line with the Serious Violence Duty, the Greater Manchester VRU will work with key partners to build upon existing information sharing arrangements so that partners can more effectively prevent and respond to violence.
- The Greater Manchester VRU will work with academic partners to evaluate interventions to produce a strong evidence base of what works in preventing and tackling violence.
- Communications campaigns that include the voice of the community and aim to raise young people's aspirations will be developed and deployed consistently and creatively across the city-region.



PRINCIPLE 4 EQUALITY, EQUITY AND JUSTICE

REDUCE THE IMPACT OF VIOLENCE ON THE COMMUNITIES THAT ARE DISPROPORTIONATELY AFFECTED BY IT.

The way different communities experience life in Greater Manchester is vastly different, for example five per cent of the population experiences 25 per cent of all crime. It is individuals and families that face the sharpest social, economic and health disadvantages that are likely to be at greater risk from violence. Those experiencing these multiple disadvantages often have a heightened risk due to issues relating to intersectionality which is how different types of discrimination are connected to and affect each other. Some individuals and groups are also more likely to experience certain types of violence.

For example, in Greater Manchester 36 per cent of all violent crime reported to the police entails domestic abuse, the majority of which involves offences perpetrated by men against women. Through our engagement work with communities and young people, we know that some communities are treated unequally by the Criminal Justice System. They have told us that the harm they experience can often be structural and institutional. The Lammy review clearly highlighted the unjust consequences on marginalised individuals and communities in 2017. For example, analysis undertaken as part of GMP's efforts to reduce ethnic disproportionality found that residents who identify as black are 2.1 times as likely to be stopped and searched than residents who identify as white (GMP 2021).

Inequality and disproportionality damage the lives of people, both here and now and in the long-term, with widely varying crime, health, education, skills and economic outcomes for residents. Greater Manchester needs to work collaboratively to empower marginalised groups and to improve the lives of those who are disproportionately affected by violence

and its consequences. Greater Manchester Combined Authority has established a range of equality panels and other networks to engage with diverse communities and to work together to ensure equity and fairness in public services.

The VRU's programme has equality, equity, and justice at its heart, including commissioning services and interventions to ensure they are targeted at individuals, families and communities of highest need. The VRU has also invested in interventions to support young women and girls at risk of violence, recognising they often have different needs and vulnerabilities. For example, the VRU invested £88,000 to deliver a mentoring service for girls and young women aged 14 to 21 who are at risk of serious group related youth violence, criminal and sexual exploitation, and modern slavery.

The Greater than Violence Strategy will drive ways of working that ensure policies and services are responsive to the needs of diverse communities and are informed by those with lived experience. Working together will ensure people at risk of violence in Greater Manchester are able to access the opportunities to progress, develop and flourish in their lives. Through the arrangements offered through Greater Manchester's latest devolution deal and learning from responding to homelessness, the Greater Manchester wide response will be developed to ensure the needs of those experiencing multiple disadvantages are better met, including deescalating the risk from violence and victimisation.

CASE STUDY: 84YOUTH

84YOUTH are a youth led organisation that address youth issues resulting from social inequalities. 84YOUTH receive funding through the VRU's community-led programmes to provide mentoring and positive role models for young people at risk or vulnerable to serious youth violence and create community conversations leading to positive change.

In October 2023, 84YOUTH created and led the 'How Can We Create Peace' conference designed to demonstrate the impact of preventative work using learnings for Moss Side and around the world.

The day consisted of speakers, panels, Q&A sessions, and workshops delivered by family members of young people who have been killed or are serving long prison sentences, police officers and professionals. Legislative Theatre was used to encourage attendees to imagine serious violence through the eyes of those it impacts most.

84YOUTH stress the importance of violence being viewed in a societal context and as a response to systemic inequalities, their works aims to reduce these inequalities and therefore prevent violence.



COMMITMENTS

- The Greater Manchester VRU will work with partners across the city-region to implement policies to dismantle structural and systemic inequalities across Greater Manchester's criminal justice system.
- The Greater Manchester VRU will prioritise tackling all forms of gender-based violence through a range of measures, including investing in dedicated projects and interventions aimed at supporting women and girls at risk of violence.
- The Greater Manchester VRU will invest in and support dedicated organisations to confidently and effectively meet the needs of members of the LGBTQ+ community who are identified as being at risk of violence.
- Raise aspirations of young people by working across public, private, business and voluntary sectors to create accessible opportunities for volunteering, internships, apprenticeships, and work, such as those provided by the Manchester Baccalaureate.
- Work with partners and communities, including faith groups, to raise awareness of hate crime and provide information on how to report it and seek support, and to provide a platform for communities to come together to challenge prejudice and celebrate diversity.
- Ensure the needs of neurodiverse young people and those with special educational needs are considered and appropriately acted upon in the VRU's policies and programmes.
- GMP will tackle violence through conducting stop and search and removing knives and weapons off the streets in an intelligence-led and proportionate manner.

PRINCIPLE 5 TRAUMA-RESPONSIVE CITY-REGION

ALL PARTNERS WILL WORK TOGETHER ACROSS GREATER MANCHESTER TO BECOME TRAUMA-RESPONSIVE SO WE CAN PREVENT CHILDHOOD ADVERSITY AND TRAUMA AND MITIGATE HARM ACROSS THE LIFE COURSE.

Research has consistently found that a significant proportion of children in the criminal justice system have experienced adverse childhood experiences (ACEs) and other traumatic incidents whilst growing up (Gray et al, 2021). Unaddressed, these ACEs and trauma can significantly impact these children's future livelihood and way of living as well as potentially increase the risk of becoming a victim, witness, or perpetrator of violence.

It is important that a whole system approach is taken to prevent adversity, trauma, and re-traumatisation. This will be achieved through the promotion of trauma recovery because we want people across Greater Manchester to have positive and healthy lives.

To enable people to live well across this city-region, trauma-informed and responsive services are needed to ensure workers can spot the signs of trauma and can provide trauma-informed support. This means connecting people and families to appropriate services. Organisations' policy and practice must have a trauma-responsive lens that supports not only those in need but also the wellbeing of those working in this area.

Since 2019, the VRU has given over £800,000 to Trauma-Responsive Greater Manchester (TRGM), a multi-agency and whole-system programme that has a range of interventions and opportunities, such as investing in our voluntary, community and social enterprise sector to help shape our public services and engage with our communities.

TRGM has also supported training across the public sector, so that our staff are trauma aware and responsive. For example, we have enabled GMP SEOs to undertake enhanced training in trauma-informed practice. This helps to ensure that all decisions made are considered through a trauma-informed lens with the young person in the centre.

More organisations now recognise the importance of being ACE and trauma-responsive and invest in their own strategies and workforce to be part of this movement. GMP has ensured that ACEs and trauma is a cross-cutting theme for its child-centred policing strategy. By Greater Manchester becoming trauma-responsive, we can work together to break the cycle of trauma.

CASE STUDY: RESTORATIVE LIVES PROJECT, HINDLEY PRISON

The VRU commissioned Magistra to deliver their Restorative Lives project in Hindley Prison as part of the VRU's work to reduce reoffending among young people and build aspirations.

The programme involves delivery of Magistra's early engagement, restorative practice Life Skills interventions, including the Lifeboat programme which focuses on attitudes and community identity, Restoring Minds focusing on emotional management, and Connect focusing on the impact of imprisonment on family relationships.

Magistra's programmes use trauma-informed, early engagement and restorative approaches, which encourage prisoners to evaluate their own personal circumstances and improve their confidence to seek available support.

94 men, primarily under the age of 25, have successfully completed the programme, aimed at individuals who want to make changes to their behaviour and gain greater control over their lives.

On completion of the programme, 90% of participants went on to engage with their Offender Managers and applied for education and employment opportunities and other support services introduced to them. None of the men engaged in any further violent incidents at the prison.

A participant on the programme, said: "This course has made me start doing things differently for myself. I now take a step back when I speak to family as I understand their perspective and can be more sympathetic. I understand the bigger picture and don't just react."

COMMITMENTS

- By 2028, ensure that all Greater Manchester public sector bodies are trauma-informed and responsive, by making training widely available.
- The Greater Manchester VRU will support the embedding of trauma-responsive approaches across voluntary services and community organisations in Greater Manchester, particularly those that work with children and young people.
- The Greater Manchester VRU will work with academic partners to build an evidence base to demonstrate the most effective and impactful trauma-responsive interventions.
- The Greater Manchester VRU will offer education settings a series of well-sequenced and age appropriate trauma-informed curriculum sessions that create a supportive and inclusive approach to everyone's well-being and extending this as appropriate into early years settings.
- Ensure pupils with special educational needs and/or disabilities, who are likely to be more vulnerable because of ACE and trauma, can access appropriate wrap around intervention and care.

GREATER MANCHESTER VRU'S STRATEGIC NEEDS ASSESSMENT

In April 2023 the VRU produced a new Strategic Needs Assessment (SNA) for violence, which provides an overview of our knowledge and understanding of violence across Greater Manchester, and what drives and what prevents violence.

A public health approach to violence prevention and reduction underpins this assessment. It considers what the data tells us, listens to the voices of our communities, assesses the published evidence, and gathers good practice from other areas and within Greater Manchester.

The SNA shows how we should take a life-course approach to understand the relationships between victims, witnesses, and perpetrators of violence, as well as what drives and what prevents violence at individual, relationship, community, and societal levels. To achieve this, partners across Greater Manchester were involved in the SNA's development, including: the VRU, GMP, Integrated Care Board, Greater Manchester Substance Misuse leads, GMFRS, Probation, Education, Social Care, and voices of the community through the VRU's Community Delivery Group.

The SNA considers the impact of violence starting in pregnancy and early years, including domestic abuse and adverse childhood experiences. It addresses violence towards and in the presence of children and young people and what they are exposed to as victims, the impact of school exclusions and the types of violence young people may be involved in. It considers violence within adulthood

including domestic abuse, sexual violence as well as violence within communities such as county lines and exploitation.

The SNA makes a number of system-wide recommendations to address the full causal pathway of violence which have been used to shape our strategy. The SNA recommendations are grouped into the following themes:



PARTNERSHIPS



CHILDREN AND YOUNG PEOPLE



EDUCATION



COMMUNITIES



DATA AND INFORMATION SHARING

[READ THE FULL SNA HERE](#)



ENGAGEMENT UNDERTAKEN

In addition to learning and insights gained by the VRU since 2019, a variety of engagement activity has been conducted in 2023. This was to ensure the diverse individuals and communities of Greater Manchester had an opportunity to have their say and influence the development of the Greater than Violence strategy.

GREATER THAN VIOLENCE STRATEGY PUBLIC CONSULTATION

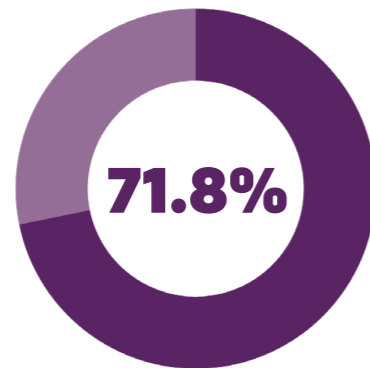
The public consultation was launched on 14th July 2023 and remained open for four weeks until 11th August 2023. It aimed to gather views and opinions from as many people living in Greater Manchester as possible on their perceptions of safety, experience of violence and change they would like to see. Every resident had the opportunity to respond. A stakeholder mapping exercise was undertaken by the VRU to ensure a wide variety of people, organisations and partners were able to respond to the consultation. Greater Manchester Combined Authority invited its seven equality panels to participate, including Young People, Women and Girls and the LGBTQ+ community.

The survey received 259 responses. Key findings are outlined below.

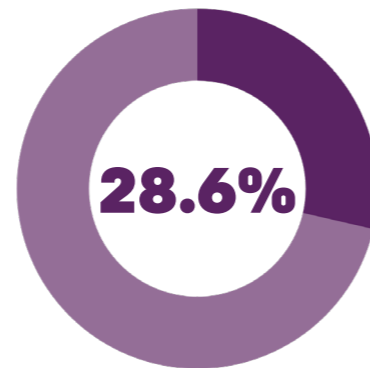
People generally feel safe in their local area but are concerned about specific crimes such as anti-social behaviour and knife crime.



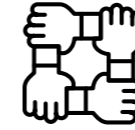
of respondents said they felt very concerned about anti-social behaviour in their local area.



of respondents said they felt fairly safe in their local area.

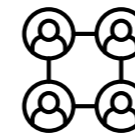


of respondents said they felt very concerned about knife crime in their local area.



63.3%
of respondents said they felt a service(s) were missing in their local area which could help to reduce violence.

Of the respondents that are aware of services in their local area, there is an emphasis that there is a lack of funding for staff to deliver these services. This is where shortfalls are being perceived in supporting children and young people.



80.3%
of respondents said yes to a community-led approach

Overwhelming majority of participants believe a community-led approach to violence reduction is needed and important.

There are calls for better provision of mental health support for children and young people. As well as to address the lack of community centres and youth clubs, to bridge the gap for children and young people who may fall into antisocial behaviour and crime.



73.7%
of respondents said they wanted to see mental health support services in their local area for young people.



68.7%
of respondents said they wanted youth centres.



64.1%
of respondents said they wanted community sport.



61.4%
of respondents said they wanted coaching and mentoring.

COMMUNITY-LED PROGRAMME VISITS

As part of the VRU's community-led approach to violence reduction, the Mayor and Deputy Mayor of Greater Manchester have visited local communities impacted by the VRU's work. At visits throughout 2023, community members have had the opportunity to share their experiences of violence and their ideas for change.

Key points from these discussions have been woven throughout the strategy and include:

- Long-term funding for community-led initiatives.
- Support that is trauma-informed.
- Work to address disproportionality.



10GM 'THE BIG CONVERSATION'

The VRU recognises the vital role the Voluntary, Community and Social Enterprise (VCSE) sector plays in preventing violence. This is why it was crucial that VCSE organisations had the opportunity to share their insights and views to develop the strategy.

The VRU and 10GM, a joint venture to support the VCSE sector in Greater Manchester, co-chaired an event at Manchester Cathedral which brought together 90 people from VCSE organisations across the 10 boroughs of Greater Manchester.

During the event, four workshops took place to discuss the strategy's emerging principles. A report was shared with VCSE organisations summarising key points from discussions. These findings were then used to inform the strategy's development and include:



CONTINUE A COMMUNITY-LED ALLIANCE APPROACH TO VIOLENCE PREVENTION WHERE ORGANISATIONS WORK TOGETHER.



RECOGNISE THE IMPORTANT ROLE VCSE ORGANISATIONS PLAY IN EARLY INTERVENTION.



ENSURE ALL STAFF RECEIVE TRAUMA-INFORMED TRAINING AND THESE SKILLS ARE SUSTAINED.



EMPOWER COMMUNITIES TO BE THE DECISION MAKERS.



ENGAGEMENT WITH YOUNG PEOPLE

The VRU prioritises voices of young people so have been working with Manchester Metropolitan University to deliver a series of participatory workshops with young people across Greater Manchester related to their experiences of violence.

Young people told us:

- **Fear, anger, unsafe places, social media and discrimination are the key causes of violence.**
- **Consistent, trusted, long-term relationships with adults in services would help to reduce violence.**
- **More safe spaces and places for sports and physical activity are needed.**
- **More free community activities are needed.**
- **Regeneration of disadvantaged areas would help as the area people live in affects their behaviour.**



#BEEWELL SURVEY

The #BeeWell survey was co-created with young people and delivered in partnership with secondary schools to find out what affects young people's wellbeing and what can be done to enhance it. Since 2021, #BeeWell has listened to the voices of more than 60,000 young people across Greater Manchester.

In 2022, 34,208 pupils in Years 9 and 10 across 67 neighbourhoods in Greater Manchester completed the #BeeWell survey.

Key findings are outlined below:

81% of young people reported that their area is very safe or safe to live in, 14% reported that their area is fairly or very unsafe, with the remainder feeling neither safe or unsafe.

There has been a decline in young people reporting that they have good places to spend free time.

In 2021, 75.5% of young people in Year 8 agreed or strongly agreed that they had good places to spend free time, compared to 67.6% of those young people when they were surveyed again in Year 9 in 2022.

Girls are reporting significantly lower levels of wellbeing than boys.

LGBTQ+ young people have significantly lower wellbeing than their cisgender heterosexual peers.



NEXT STEPS

The Greater than Violence Strategy is the start of a 10-year journey to tackle violence and improve lives. All partners and organisations need to work together with communities to achieve this vision and to make the city-region a safe place to live, study, work, grow up, and grow old in.

The VRU will continue to play a leadership role to bring partners and communities together. The VRU will develop a detailed delivery plan setting out specific actions, interventions and investment required to deliver the strategy's five principles.

The Deputy Mayor leads the Greater Manchester Violence Reduction Governance Board which will have oversight and responsibility for monitoring the strategy's progress. The strategy will continue to evolve over the next 10 years and be responsive to changing needs and challenges across Greater Manchester. Partnerships will be crucial to this to ensure opportunities are harnessed across other Greater Manchester strategies and the approach to violence reduction is sustainable. By working together, the ambitions of the Greater than Violence Strategy will be turned into reality.

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Greater Manchester Combined Authority

Date: 24 November 2023

Subject: Public Sector Decarbonisation Scheme 3c Opportunities

Report of: Councillor Ross, Portfolio Lead for Green City Region and Harry Catherall,
Portfolio Lead Chief Executive for Green City Region

Purpose of Report:

The purpose of this paper is to outline the funding opportunity to support further Greater Manchester (GM) public building retrofit activity, through the Public Sector Decarbonisation Scheme Phase 3c (PSDS Ph3c via Salix Finance).

The paper provides background information regarding the GMCA's consortium bid for funding from the above scheme and seeks the necessary approvals to defray the funding on behalf of the city-region to complete the subsequent activities (if the bid is successful).

Recommendations:

The GMCA is requested to:

1. Note that the GMCA has proceeded with a consortium bid for circ. £9m from Salix (NPBD) under the Public Sector Decarbonisation Scheme Phase 3c.
2. Approve the receipt and defrayment of Public Sector Decarbonisation Scheme Phase 3c funding, with delegated authority to the GMCA Treasurer and Monitoring Officer to sign all necessary legal agreements (subject to successful award).
3. Note that the impact assessment reveals a positive impact for both environment and economy outcomes.

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





- 4 Agree a top slice from any capital grant awarded to underpin the GMCA's cost of coordinating and project managing the scheme. The scale of the top slice will be confirmed on receipt of the grant.


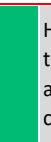


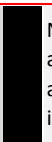
Contact Officers:

Mark Atherton mark.atherton@greatermanchester-ca.gov.uk

Sean Owen sean.owen@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire				
Impact Indicator	Result	Justification/Mitigation		
Equality and Inclusion				
Health				
Resilience and Adaptation	G	Increased energy efficiency will help reduce the impact of our public sector buildings on our environment and make them more resilient to the impacts of climate change. The proposal seeks to reduce the environmental impact of our public sector buildings		
Housing				
Economy	G	The funding if awarded is proposed to be spent with suppliers including those from across the region, potentially supporting local jobs This funding may support and secure local jobs The information gained through the feasibility studies and knowledge from the improvements made to our buildings will be captured and used to inform future decarbonisation strategies for our buildings The activity undertaken through this proposal will help to provide further evidence to support a long-term programme for investment in decarbonising our buildings and infrastructure, which will need to attract inward investment to deliver.		
Mobility and Connectivity				
Carbon, Nature and Environment	G	The implementation of energy efficiency measures and removal of gas boilers and replaced with other forms of low-carbon heating would reduce emissions associated with heating and		
Consumption and Production				
Contribution to achieving the GM Carbon Neutral 2038 target				
Further Assessment(s): Equalities Impact Assessment				
	Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment					
Buildings	Result	Justification/Mitigation			
New Build residential	N/A				
Residential building(s) renovation/maintenance	N/A				
New Build Commercial/Industrial	N/A				
Transport					
Active travel and public transport	N/A				
Roads, Parking and Vehicle Access	N/A				
Access to amenities	N/A				
Vehicle procurement	N/A				
Land Use					
Land use	N/A				
	No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management:

The submission has been informed by both national and local stakeholders and/or polices. If successful, the submission will be subject to internal governance, in-line with the structures currently utilised for similar such programmes e.g., earlier phases of the Public Sector Decarbonisation Scheme and or Social Housing Decarbonisation Scheme.

Legal Considerations:

Public sector bodies that are contracting authorities in England as defined in the Public Contracts Regulations 2015 are eligible to apply for Phase 3c of the Public Sector Decarbonisation Scheme. Applications from consortia are eligible to apply if all members of the consortium comply with the organisation and building eligibility criteria.

The public sector applicant must ensure that accountability for the application, project delivery and governance sit with the Authorising Official and main contact in the grant recipient organisation, and that this cannot be transferred to contractors. It is the grant recipient's responsibility to ensure that contractors are delivering projects in line with the Phase 3c grant agreement.

If the bid is successful, a Grant Offer Letter will be issued and the GMCA will be required to enter into a funding agreement with Salix Finance. The terms of that funding agreement will be replicated in back-to back agreements with the recipient partner organisations in the consortium.

Financial Consequences – Revenue:

There are no financial consequences for GMCA revenue budgets, as fully funded provision will be provided within the application process. The bid includes an element of revenue funding to cover the costs incurred by the GMCA in its capacity as programme manager for the scheme.

Financial Consequences – Capital:

All funded capital expenditure will be via defrayed funds to the partner organisations only.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

N/A

Tracking/ Process

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

Yes

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

November 2023

1. Introduction/Background

- 1.1 Phase 3 of the Public Sector Decarbonisation Scheme will provide over £1.425 billion of national grant funding over the financial years 2022 to 2023 and 2025 to 2026, through multiple application windows. Public Sector Decarbonisation Scheme Phase 3c ('PSDS Phase 3c') is a two-year programme running across 2024 and 2025 with up to £230 million grant fund available.
- 1.2 GMCA has been working with local authorities and strategic partners to confirm interest and scope for a PSDS 3c submission since its announcement in summer 2023. Partners have confirmed their interest in being part of a GMCA-led consortium and have submitted potential projects detailing grant funding application and supporting match fund.
- 1.3 PSD Phase 3c funding will be released on similar terms and conditions to PSD Phase 3b, that is requiring match funding and focused on funding low-carbon heat upgrades on end-of-life boilers. The application process requires detailed feasibility studies, and detailed information on energy savings and costs. GMCA has been supporting partners with preparing feasibility documentation and supporting their route to application.

Proposed Approach

- 1.1. GMCA's consortia application to PSDS Phase 3c was submitted on 10 October 2023. Technical issues with the Salix Finance Portal meant that the bid was resubmitted on 6 November 2023.
- 1.2. GMCA has been advised the following timeline for fund application:
 - Nov 23-Jan 24: Clarification process (if application is shortlisted for review)
 - Feb 24: Decision and Grant Offer (if successful and subject to acceptance)
 - Mar 24: Contracting
 - Apr 24-Mar 25: Delivery

2. Next steps

3.1 If successful in the initial shortlisting review of our application, the GMCA will manage and support partners through the clarifications process.

3. Opportunities/risks

3.1. The key opportunities include:

- Previous experience suggests that the timescale for delivery of the commission, if the bid is successful, will be challenging. However, we believe that with soft market engagement and the strategic batching of the opportunities, the timescale is deliverable.
- The utilisation of existing OJEU procured frameworks, Procure Plus, Fusion 21 and or Crown Commercial Services to support mobilisation and deployment of local supply chains.
- The opportunity for Districts to collaborate with consequential efficiencies of scale.
- Development of decarbonisation opportunities to build the pipeline and provide information to support the future capital funding ask/ grant applications.
- DESNZ/Salix are likely to favour programmes that have shown a track record of impact and delivery at scale.

3.2. The key risks include:

- Insufficient capacity to deliver the scheme projects both internally and externally, in the form of officers and/or supply chain.
- Market volatility (if the bid is successful) can create cost pressure at tender stages of project. Our experience indicates this is a key risk that will be managed through project programme if funding application is successful.

4. Financial Implications

4.1. If the bid is successful, at this stage there are no financial consequences for GMCA capital budgets, however, any bid into PSDS Phase 3c does require a match contribution from partners. The level of match required has been determined by the combination of low carbon retrofit measures being applied for in a similar manner to the funding received for PSDS Phase 3a and 3b currently being delivered. The

consortium bid includes an element of revenue funding to cover the costs incurred by GMCA in its capacity as programme manager for the scheme.

5. Recommendations

6.1 The recommendations are set out at the beginning of the report.



Greater Manchester Combined Authority

Date: 24 November 2023

Subject: Greater Manchester Brownfield programme

Report of: Councillor Ged Cooney, Portfolio Lead for Housing and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure

Purpose of Report

This report seeks approval to the allocation of a further £11.905m from the GM Brownfield programme.

Recommendations:

The Combined Authority is recommended to:

1. Approve the allocation of up to £11.905m from the GM Brownfield programme funding devolved to GMCA, in line with the details contained at Appendix 1.
2. Delegate authority to the GMCA Treasurer, acting in conjunction with the GMCA Monitoring Officer, to effect the necessary legal agreements for the individual grants between the GMCA and grant recipients.

Contact Officers

Andrew McIntosh: Andrew.Mcintosh@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

It is recommended that the proposal is supported, as set out in the paper. The Decision Support Tool has identified the proposal will positively impact Housing and the Economy. The impact on the Carbon Assessment is currently unknown at this stage of the programme and will be monitored during and at the end of the programme.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing	G	The proposal will positively contribute to the number of affordable homes in GM. The proposal supports brownfield land being brought back into use where market failure has otherwise made this unviable. It may also support surplus to use buildings being demolished or retained and refurbished for new homes. The overall 3 year programme is required to unlock at least 7000 new homes by March 2026.
Economy	G	The deployment of grant funding will contribute to improving economic development in the residential construction sector and associated supply chains. The deployment of grant funding will support the delivery of 7000 new homes which will in turn increase jobs in the construction sector. The deployment of grant funding will support the delivery of 7000 new homes which will in turn create jobs in the construction sector. The proposal will attract wider investment into GM. Wider investment will include private sector and other public sector funds. The proposal will increase opportunities for training and skills development in the construction sector and wider, e.g. apprenticeships.
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		Schemes that are to be considered as part of this grant award from DLUHC will have due regard to sustainability credentials in line with the Carbon Neutral 2038 target and applied through an agreed set of deliverability criteria.
Further Assessment(s):	Carbon Assessment	
G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Carbon Assessment				
Overall Score	██████████			
Buildings	Result	Justification/Mitigation		
New Build residential	██████████	Unknown Unknown		
Residential building(s) renovation/maintenance	N/A			
New build non-residential (including public) buildings	N/A			
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	N/A			
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

The grants will be conditional upon a satisfactory outcome of detailed due diligence and ongoing monitoring confirmation that the schemes are being delivered satisfactorily.

In view of the nature of the DLUHC grant funding agreements for this Brownfield programme any conditions will be mirrored in agreements between the GMCA and scheme promoters, mitigating any risk retained by GMCA.

Legal Considerations

GMCA will be required to enter into a grant agreement with DLUHC in order to receive the grant. Any terms and obligations within the DLUHC grant agreement will be flowed through to the ultimate grant recipients within the onward grant agreements to ensure that potential risks to GMCA are passed on to those grant recipients.

An onward grant agreement and other associated legal documentation will be completed for each scheme ahead of the first grant payment.

As this is a grant the subsidy control position has been considered. The grant agreement from DLUHC to GMCA is not deemed to be a subsidy as GMCA will be acting as an intermediary for the funding and flowing through all of the grant money,

other than its reasonable administrative costs, to grant recipients to deliver the various Brownfield programme funded schemes. GMCA is therefore acting in the capacity of an intermediary of the grant funding which is in line with the Government's Subsidy Control Statutory Guidance. Subsidy Control requirements will be considered further for each individual scheme allocation as part of the detailed due diligence, with any allocation being compliant with the Subsidy Control legislation.

Financial Consequences – Revenue

The Combined Authority has approved the use of up to £500k from the Housing Investment Loan Fund surpluses to support the costs of delivering the Brownfield programme.

Financial Consequences – Capital

Capital expenditure will be sourced from the GM Brownfield programme.

Monitoring and reporting assurance will form part of the existing Single Pot Assurance Framework. The GMCA Section 73 Officer and GMCA Monitoring Officer will be required to confirm that investment is being used for the purposes agreed under the respective fund to deliver to fund's objectives.

Number of attachments to the report:

None

Comments/recommendations from Overview & Scrutiny Committee

None.

Background Papers

- GMCA Trailblazer Devolution Deal (*report to GMCA, 24 March 2023*)
- GM Brownfield programme (Devolution Trailblazer deal) - Methodology and Year 1 Allocations (*report to GMCA, 30 June 2023*)

Tracking/ Process

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

Yes

Exemption from call in

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

No

1. Brownfield Funding Allocations

- 1.1 Approval is sought to the re-allocation of a further £11.905m of funding from the GM Brownfield programme, to take up an underspend against funding previously allocated by the Combined Authority as a result of certain schemes not being able to move forward as originally planned.
- 1.2 Within the £11.905m, it is proposed to allocate £2.795m to the following schemes, where an increase in the grant originally approved has been requested: Farnworth Green in Bolton, Lumina Village in Trafford and Belgrave Road/Thatcher Street in Oldham. A further fifteen new schemes are being brought forward for allocation of a further £9.110m of funding, as detailed in Appendix 1. The allocation of funding to these schemes is based on the methodology set out in the GMCA report on the 30th June 2023 and the schemes have been identified through discussions with Districts as strategically significant.
- 1.3 Further details regarding the three schemes where an increase in the original funding allocation is proposed is given below:

Lumina Village in Trafford - In September 2023 an allocation of £3m from the Devolution Trailblazer Brownfield funding was approved for the scheme, where Glenbrook Property will deliver 639 new homes of which 127 will go forward for shared ownership and 72 for affordable rent, alongside 440 for Private Sector Rented use. Following increases in certain areas of the construction costs, the developer is requesting an increase in the grant to £4.7m. The revised grant rate of £7,355 per unit is still considered to represent good Value for Money and will continue to allow flexibility to GMCA's delivery of the outputs agreed with Government for the programme. Subject to additional funding being available, construction is expected to commence in January 2024, with the grant fully claimed by March 2024.

Belgrave Road/Thatcher Street in Oldham - Also in September 2023, an allocation of £285k from the Devolution Trailblazer Brownfield funding was approved for the scheme. The scheme comprises 19 homes (a mix of two and three bed houses) at affordable rent delivered by the grant recipient First Choice Homes Oldham (FCHO). The original allocation equated to £15,000 per unit. The scheme has since evolved and the tenure has shifted from affordable rent to social rent, which has reduced the income FCHO will receive once the scheme has been completed. This has increased the viability gap. FCHO is requesting an increase in the grant to £20,000 per unit (an increase of £95k to take the grant to £380k) to ensure the scheme is deliverable. The revised grant rate is still considered good Value for Money due to the delivery of housing at social rent levels and will continue to ensure the GMCA can deliver the outputs agreed with Government for the programme. Subject to the grant being increased, construction is due to commence in January 2024, with the grant fully claimed by March 2024.

Farnworth Green, Bolton - In May 2023 GMCA approved a loan from the Housing Investment Loan Fund of up to £12.563m to Capital & Centric for the Farnworth Green development. The loan is part of package of funding which includes a £1.410m grant from the GM Brownfield programme (approved by the Combined Authority in February 2021). It is proposed that within the loan, £1m of this is now sourced by way of an increase in the funding from the GM Brownfield programme, with the amount sourced from the Housing Investment Loans Fund reduced by £1m. For the avoidance of doubt, the proposal does not increase the overall GMCA commitment to the scheme.

Appendix 1 Year 1- Further Scheme Allocations

District	Scheme	Developer	RP/PR Developer	No of housing units	Grant required
Bolton	Farnworth Green	Capital and Centric	PR	94	£1,000,000 (total allocation £2,410,000)
Bury	Heys Road, Prestwich	Wigget	PR	18	£200,000
Manchester	Greenbrow social club	WCHG	RP	23	£150,000
Manchester	Benchill Avenue	WCHG	RP	23	£460,000
Manchester	Paradise Mews, Store Street/Ducie St	MC Construction	PR	4	£56,000
Manchester	Victoria Park probation centre	Britannia Group	PR	72	£650,000
Manchester	Former Boddingtons Brewery site	Clarion	RP	505	£1,650,000
Oldham	Belgrave Road/Thatcher Street	First Choice Homes Oldham	RP	19	£95,000 (total allocation £380,000)
Rochdale	Whitworth Rd	RBC / Step Places	RP	4	£80,000
Stockport	Hempshaw Lane	Stockport Homes	RP	144	£2,016,000

Stockport	Melford Road	Stockport Homes	RP	87	£1,218,000
Tameside	Fern Lodge Drive, Ashton under Lyne	Wigget	PR	32	£320,000
Tameside	Envile House	Ashton Pioneer Homes	RP	12	£240,000
Trafford	Lacy Street	Trafford Council	LA	107	£1,250,000
Trafford	Chapel Road	Trafford Council	LA	8	£140,000
Trafford	Stokoe	Trafford Council	LA	9	£180,000
Trafford	Lumina Village	Glenbrook	PR	639	£1,700,000 (total allocation £4,700,000)
Wigan	Boundary Street	Your Housing Group	RP	38	£500,000
				1838	£11,905,000

Greater Manchester Combined Authority

Date: 24th November 2023

Subject: Greater Manchester Housing Delivery Plan

Report of: Councillor Ged Cooney, Portfolio Lead for Housing and Steve Rumbelow, Portfolio Lead Chief Executive for Housing and Homelessness.

Purpose of Report

This paper sets out the intentions to develop a GM Housing Delivery Plan. The requirement for a single plan is reflective of the range of different programmes and delivery mechanisms currently being employed to upscale affordable homes in Greater Manchester, including the housing growth elements of the Devolution Deal.

The Housing Delivery Plan will bring these together into a single place and set out the activity required to remove barriers and shift the system to work in way that delivers more homes at pace and scale required.

Recommendations:

The GMCA is requested to:

1. Note the content of this paper
2. Approve the intention to progress with development of the Housing Delivery Plan in line with the timeframe.

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

GMCA is requested to note the content of the paper and approve the intention to progress with development of the Housing Delivery Plan in line with the timeframe.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing	G	Should the proposed approach be agreed the Housing Delivery Plan would facilitate long term development of new homes in response to high levels of housing need and demand in the system. The Housing Delivery Plan would aim upscale delivery of homes across GM and the intention would be to develop a pipeline of land supply aligned to delivery of new homes.
Economy	G	Should proposed approach be agreed, any increase housebuilding may stimulate economic growth. Should the approach to develop a Housing Delivery Plan be agreed an objective of the plan would be to bring further investment into the city region for the development of new homes.
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		

Further Assessment(s):

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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Risk Management

Legal Considerations

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report:

N/A

Comments/recommendations from Overview & Scrutiny Committee

Background Papers

N/A

Tracking/ Process

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

No

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

TBC

1. Introduction

- 1.1.** Delivering safe, decent and affordable housing that meets the needs of our residents is crucial in making Greater Manchester a great place to grow up, get on and grow old. This priority is reflected in the GMS and the GM Housing and Homelessness Prevention strategies.
- 1.2.** The GM Investment Plan sets out how the tools set out in the Devolution Deal will be utilised to support growth across Greater Manchester. The priorities set out in the Greater Manchester Strategy, GM Housing Strategy, and Mayoral commitments will influence how these tools and resources should be utilised to promote inclusive growth, increase housing delivery, tackle inequalities and support decarbonisation.
- 1.3.** The GM Housing Delivery Plan will set out how the Devolution Trailblazer tools relating to housing delivery will be aligned to existing programme and to development of new approaches that improve and upscale delivery of affordable homes, based on the needs of GM residents.

2. Context

- 2.1.** The GM Housing Strategy acknowledges that we need to continue and increase the pace of housing delivery if we are to meet local needs, support economic growth, and help to reduce the pressures which contribute to overcrowding, rough sleeping and homelessness. To do this we need to consistently deliver the right homes in the right places, providing the number and mix of new homes for the future needs of Greater Manchester. The Strategy sets out an ambitious target of 50,000 new homes for Greater Manchester by 2038. A Mayoral commitment in 2021 stated that 30,000 of these new homes should be Truly Affordable Net Zero (TANZ) homes.
- 2.2.** Alongside these targets we expect to see an increasing demand for specialist and supported homes for a range of populations with care and support needs. Given demographic trends, modelling suggests a substantial programme of additional provision for older people will be needed, not least to help address social care pressures and shift demand away from institutional care for those who are able to

live more independently with the right support available. Numbers of homeless households and those in temporary accommodation are increasing, as are local authority housing registers, and properties of the right size and affordability are required to alleviate these pressures.

2.3. Data and evidence on the housing market in Greater Manchester tells us there is a considerable demand for new social and affordable rented housing to meet the needs outlined above. Many issues in the housing market such as unaffordability, lack of available properties, lack of 'flow' through the market, lack of accessible and supported homes, are driven or exacerbated by undersupply.

2.4. Traditional routes of upscaling rented homes, through new development and interventions within the private rented sector, are delivering sizeable number of new homes and are an important part of our delivery infrastructure. However, the position remains that we do not have the numbers of new affordable homes that Local Authorities need to meet the demand in the system and to alleviate the pressures in the wider market.

2.5. We also have the challenge of transitioning to a point where new homes are routinely delivered to net zero carbon emission standards, given the commitment to deliver a net zero city region by 2038 and the requirement embodied in Places for Everyone for all new development to be net zero from 2028. Our work to deliver 30,000 Truly Affordable Net Zero (TANZ) homes by 2038 is an important statement of our commitment to tackle the need for more affordable homes. But it is also a vital mechanism intended to drive early adoption of net zero standards in residential construction across all tenures through shared learning, supply chain and skills development and practical experience of delivering to net zero standards.

3. Purpose of the Housing Delivery Plan

3.1. There are many programmes delivering or enabling new housing already underway led by GMCA and its partners and the purpose of the Housing Delivery Plan is to draw together these pre-existing programmes to create a single coherent plan that gives a holistic view of the current position and clarity on all activity underway to drive up delivery. By connecting all of these contributing programmes together, we can capture the totality of delivery and its potential impact.

3.2. The activity and housing delivery associated with the Truly Affordable Net Zero (TANZ) programme is central to this plan and the work already underway on this programme will inform how this wider Housing Delivery Plan develops. It will also benefit from connections into this wider plan to shape 'what' is delivered through TANZ and benefit from shifting the way the system works together to increase supply.

3.3. Understanding all delivery plans already in the system will also help to understand the gap that we need to respond to which is critically important given the obvious undersupply on an annual basis. This plan will start to explore the opportunities available to upscale housing delivery outside of these existing routes, utilising the investment capacity and expertise of GM Combined Authority to develop new delivery models.

3.4. The plan will take a medium-term view of housing delivery, rather than only capturing the response to immediate need and crises in the housing market or focusing on specific cohorts.

4. Proposed content of the plan

4.1. The Housing Delivery Plan will be underpinned by our strong GM evidence base on housing need and demand to inform future delivery, starting with housing requirements reflected in Places for Everyone and including Local Plans and Strategic Housing Market Assessments.

4.2. Informed by the evidence, the Housing Delivery Plan will cover two elements;

- Increasing supply of new affordable and social rented homes
- Increasing supply of and access to good quality Private Rented Sector homes

4.3. The development of the Housing Delivery Plan will reflect the longer-term nature of actions required and new delivery that will be captured within it and involve.

- Outlining actions to make better use of the current system (to 2026) and the associated housing delivery we will see as a result of that.
- Identifying activity that maximises the potential of the next Affordable Homes Programme (AHP) and new innovative delivery and investment models, given

the Devolution Trailblazer commitment from Government for greater GM control and influence over the post-2026 AHP.

4.4. Broadly, the approach will focus on making the existing system more effective, while seeking more ambitious system change for the long term. The activity undertaken to support the Plan will improve our understanding of the additional things we need to improve and upscale delivery even further, which may be useful to inform conversations on future Devolution asks.

4.5. Increasing supply of new affordable and social rented homes

4.5.1. All component parts of the GM housing and growth system have a role to play in delivery of new rented homes. Providing clarity on individual actions will drive ownership and demonstrate how activity connects to the broader ambitions of the plan. This will set out required activity in relation to removing barriers and new ways of working on infrastructure, land supply, capital funding and approaches to delivery. It will involve system partners including:

- GMCA
- Local Authorities
- Homes England
- GM Housing Providers
- GM Land Commission

4.5.2. The work already done by the TANZ Task Force to think through the barriers and opportunities to TANZ delivery gives us a helpful starting point for much of this work. TANZ delivery cannot be separate from our broad need to accelerate housing delivery overall – not least as we expect TANZ homes to largely be built as part of mixed tenure developments.

4.6. Increasing supply of and access to good quality PRS homes

4.6.1. The partnership behind our existing Ethical Lettings Agency (ELA), 'Let Us' has generated a great deal of learning while delivering good quality homes for hundreds of households. However, with Local Housing Allowance failing to keep up with market rents across the city region, it is clear that new models are

needed. Let Us will continue to manage the properties currently within its portfolio.

4.6.2. But we know there is a need to make more homes in the private rented sector available to tenants who need them. To do this there is a need to explore alternative mechanisms that will support interventions in the lower end of the private rented sector market. Activity here will focus on an options appraisal, and subsequent development, of a model for an ethical external delivery vehicle that can deliver at increased scale than the existing ELA model.

5. Timeframe

5.1. The intention is to bring the first phase of the Housing Delivery Plan to the March 2024 meeting of the GM Combined Authority. Subject to views on this paper, we will continue to engage with partners including housing providers, developers, Homes England and a variety of colleagues in GM districts to develop what will have to be a collaborative piece of work if it is to deliver successfully.

Greater Manchester Combined Authority

Date: 24 November 2023

Subject: Treasury Management Strategy Statement and Annual Investment Strategy
Mid-Year Review Report 2023/24

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

Purpose of Report

This report has been written in accordance with the requirements of CIPFA's Code of Practice on Treasury Management (revised 2021), and covers the following:

- a) An economic update for the first half of the 2023/24 financial year;
- b) A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- c) The Authority's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- d) A review of the Authority's investment portfolio for 2023/24;
- e) A review of the Authority's borrowing strategy for 2023/24;
- f) A review of any debt rescheduling undertaken during 2023/24;
- g) A review of compliance with Treasury and Prudential Limits for 2023/24.

Recommendations:

The GMCA is requested to:

Approve the Treasury Management Strategy Statement and Annual Investment Strategy Mid-Year Review Report 2023/24.

Contact Officers

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

Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

There are considerable risks to the security of the GMCA's resources if appropriate Treasury Management strategies and policies are not adopted and followed. The GMCA has established good practice in relation to Treasury Management.

Legal Considerations

This report fulfils the statutory requirements to have the necessary prudential indicators to be included in a Treasury Management Strategy.

Financial Consequences – Revenue

Financial revenue consequences are contained within the body of the report.

Financial Consequences – Capital

Financial capital consequences are contained within the body of the report.

Number of attachments to the report:

None

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

Treasury Management Strategy Statement 2023/24, GMCA 24 March 2023

Quarterly Treasury Management Update, Audit Committee 20 September 2023

GMCA Capital Update Quarter 2 2023/24, GMCA 27 October 2023

Tracking/ Process

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

No

Exemption from call in

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

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

Treasury Management Strategy Statement and Annual Investment Strategy Mid-Year Review Report 2023/24

1. Background

1.1. Capital Strategy

1.1.1 In December 2021, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. These require all local authorities to prepare a Capital Strategy which is to provide the following:

- a) a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- b) an overview of how the associated risk is managed;
- c) the implications for future financial sustainability.

1.2. Treasury management

1.2.1 The Authority operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.

1.2.2 The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning to ensure the Authority can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Authority risk or cost objectives.

1.2.3 Accordingly, treasury management is defined as:

“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2. Introduction

2.1 This report has been written in accordance with the requirements of CIPFA's Code of Practice on Treasury Management (revised 2021).

2.2 The primary requirements of the Code are as follows:

- a) Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Authority's treasury management activities.
- b) Creation and maintenance of Treasury Management Practices which set out the manner in which the Authority will seek to achieve those policies and objectives.
- c) Receipt by the GMCA of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year. (Quarterly reports are also required for the periods ending April to June and October to December but may be assigned to a designated committee or panel as deemed appropriate to meet the Treasury Management governance and scrutiny aspects of the Authority.)
- d) Delegation by the GMCA of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- e) Delegation by the GMCA of the role of scrutiny of treasury management strategy and policies to a specific named body. For the GMCA the delegated body is the Audit Committee.

3. Economics and Interest Rates

3.1. Economics Update

3.1.1 The first half of 2023/24 saw:

- a) Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
- b) Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
- c) A 0.5% month on month (m/m) decline in real Gross Domestic Product (GDP) in July 2023, mainly due to more strikes.

- d) Consumer Price Index (CPI) inflation falling from 8.7% in April 2023 to 6.7% in August 2023, its lowest rate since February 2022, but still the highest in the G7.
- e) Core CPI inflation declining to 6.2% in August 2023 from 7.1% in April 2023 and May 2023, a then 31 years high.
- f) A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose to 7.8% in August 2023, excluding bonuses).

- 3.1.2 The 0.5% m/m fall in GDP in July 2023 suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July 2023 was due to there being almost twice as many working days lost to strikes in July 2023 (281,000) than in June 2023 (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- 3.1.3 The fall in the composite Purchasing Managers Index from 48.6 in August 2023 to 46.8 in September 2023 left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% q/q rise in real GDP in the period April 2023 to June 2023, being followed by a contraction of up to 1% in the second half of 2023.
- 3.1.4 The 0.4% m/m rebound in retail sales volumes in August 2023 is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July 2023. Sales volumes in August 2023 were 0.2% below their level in May 2023, suggesting much of the resilience in retail activity in the first half of the year has faded.
- 3.1.5 As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.

- 3.1.6 The tightness of the labour market continued to ease, with employment in the three months to July 2023 falling by 207,000. The further decline in the number of job vacancies from 1.017m in July 2023 to 0.989m in August 2023 suggests that the labour market has loosened a bit further since July 2023. That is the first time it has fallen below 1m since July 2021. At 3.0% in July 2023, and likely to have fallen to 2.9% in August 2023, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July 2023 offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July 2023 as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- 3.1.7 But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June 2023 to -0.9% in July 2023, a lot of that was due to the one-off bonus payments for National Health Service (NHS) staff in June 2023 not being repeated in July 2023. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant United Kingdom (UK) wage growth remains much faster than in the United States (US) and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July 2023, from 8.2% 3myy in June 2023 to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September 2023.
- 3.1.8 CPI inflation declined from 6.8% in July 2023 to 6.7% in August 2023, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March 2023 and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July 2023 to a 29-month low of 1.5% in August 2023, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March 2023 and takes it below the forecast of 7.2% the Bank of England published in early August 2023.

- 3.1.9 In its latest monetary policy meeting on 20 September 2023, the Bank of England left interest rates unchanged at 5.25%. The weak August 2023 CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was “finely balanced”. Five Monetary Policy Committee (MPC) members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.
- 3.1.10 Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures “further tightening in policy would be required”. Governor Bailey stated, “we’ll be watching closely to see if further increases are needed”. The Bank also retained the hawkish guidance that rates will stay “sufficiently restrictive for sufficiently long”.
- 3.1.11 This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2 November 2023, or even pause in November 2023 and raise rates in December 2023.
- 3.1.12 The yield on 10-year Gilts fell from a peak of 4.74% on 17 August 2023 to 4.44% on 29 September 2023, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).
- 3.1.13 The pound weakened from its cycle high of \$1.30 in the middle of July 2023 to \$1.21 in late September 2023. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation

started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.

3.1.14 The Financial Times Stock Exchange (FTSE) 100 has gained more than 2% since the end of August 2023, from around 7,440 on 31 August 2023 to 7,608 on 29 September 2023. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September 2023. Nonetheless, as recently as 21 April 2023 the FTSE 100 stood at 7,914.

3.2. Interest Rate Forecasts

3.2.1 The Authority has appointed Link Group as its treasury advisors and part of their service is to assist the Authority to formulate a view on interest rates. The Public Works Loan Board (PWLB) rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012.

3.2.2 The latest forecast on 25 September 2023 sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

3.2.3 Link's 25 September 2023 PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1 November 2012.

	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
Bank Rate	5.25	5.25	5.25	5.00	4.5	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

4. Treasury Management Strategy Statement and Annual Investment Strategy Update

4.1 The Treasury Management Strategy Statement, (TMSS), for 2023/24 was approved by the GMCA on 24 March 2023. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

Prudential Indicator 2023/24	Budget	Revised Prudential Indicator
	£m	£m
Authorised Limit	2,771.458	2,692.716
Operational Boundary	2,652.122	2,576.816
Capital Financing Requirement	2,486.166	2,414.582

5. The Authority's Capital Position (Prudential Indicators)

5.1 This part of the report is structured to update:

- a) The Authority's capital expenditure plans;
- b) How these plans are being financed;
- c) The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- d) Compliance with the limits in place for borrowing activity.

5.2 Prudential Indicator for Capital Expenditure

5.2.1 This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Capital Expenditure by Service	2023/24 Original Estimate £m	2023/24 Revised Estimate £m
Transport	346.419	320.458
Economic Development & Regeneration	215.407	281.016
Fire & Rescue Service	23.177	18.175
Waste & Resources Service	6.780	3.793
Police and Crime Commissioner	-	0.203
Police Service	37.551	41.583
Total Capital Expenditure	629.334	665.228

5.3 Changes to the Financing of the Capital Programme

5.3.1 The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Authority by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure	2023/24	2023/24
	Original Estimate	Revised Estimate
	£m	£m
Total capital expenditure	629.334	665.228
Financed by:		
Capital receipts	175.547	168.455
Capital grants	230.327	286.878
Revenue	45.916	46.467
Total financing	451.790	501.800
Borrowing requirement	177.544	163.428

5.4 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

5.4.1 The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

	2023/24	2023/24
	Original Estimate	Revised Estimate
	£m	£m
Prudential Indicator – Capital Financing Requirement		
CFR	2,486.166	2,414.582
Net movement in CFR	78.325	68.607
Prudential Indicator – the Operational Boundary for external debt		
Borrowing	2,615.446	2,540.140
Other long-term liabilities	36.676	36.676

5.5 Limits to Borrowing Activity

5.5.1 The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. **Gross external borrowing** should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Authority has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2023/24 Original Estimate £m	2023/24 Revised Estimate £m
Borrowing	1,457.676	1,461.033
Other long-term liabilities	32.998	32.998
Total debt	1,490.674	1,494.031
CFR	2,486.166	2,414.582

5.5.2 A further prudential indicator controls the overall level of borrowing. This is **the Authorised Limit** which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

	2023/24 Original Indicator £m	2023/24 Revised Indicator £m
Borrowing	2,734.782	2,656.040
Other long-term liabilities	36.676	36.676
Total	2,771.458	2,692.716

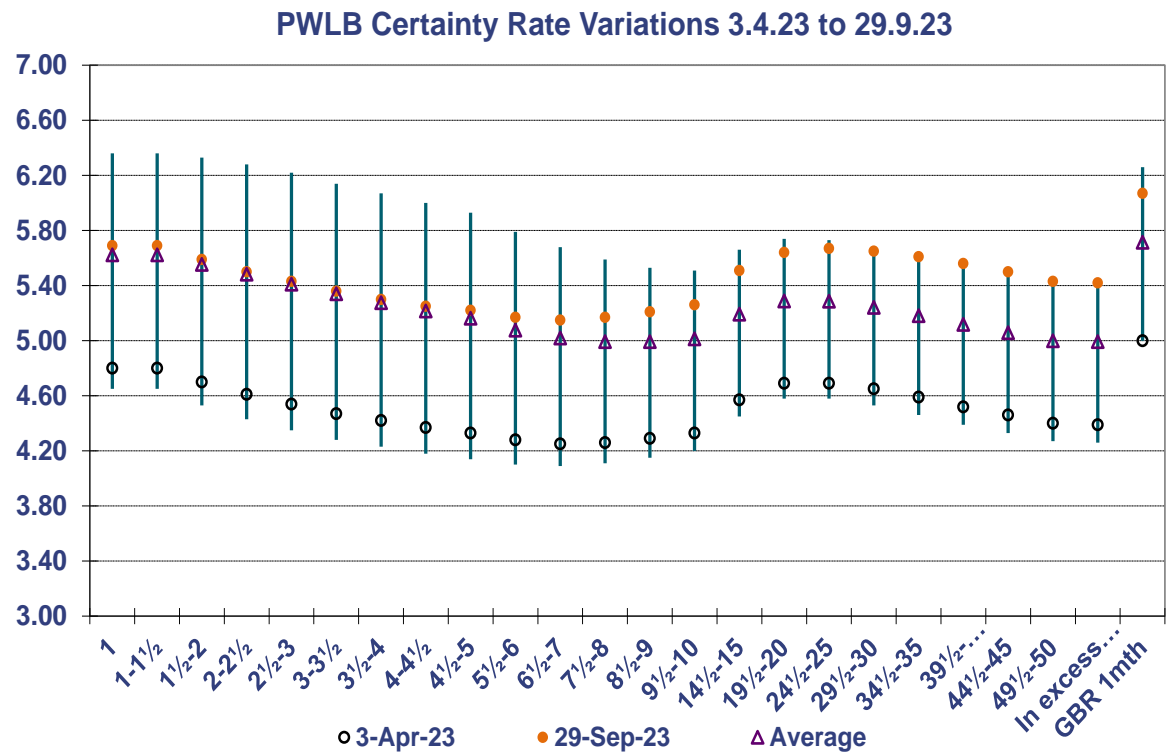
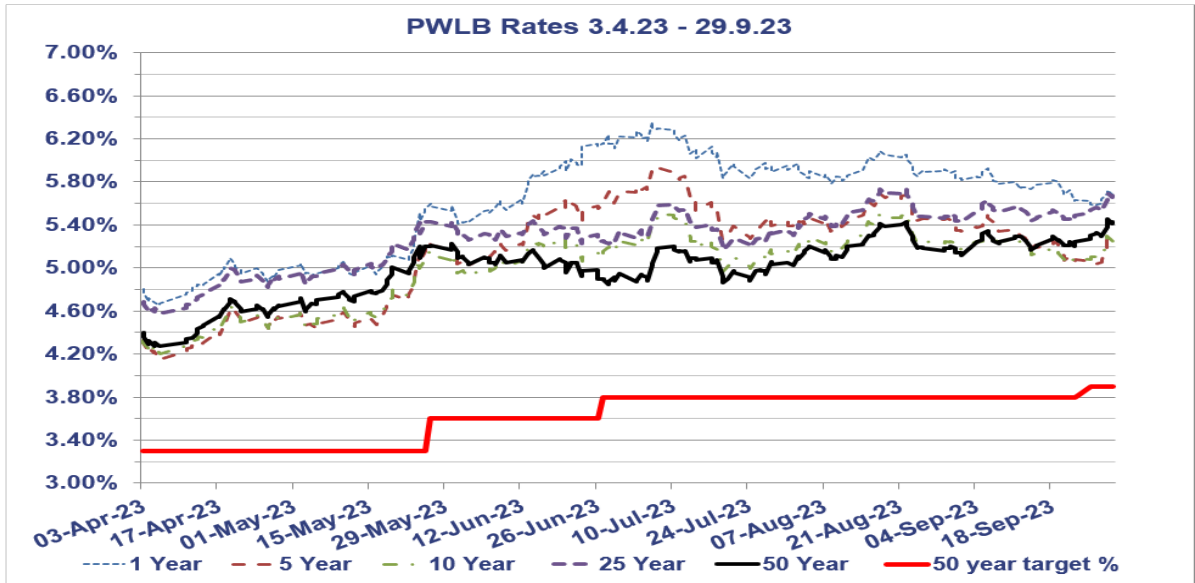
6. Borrowing

- 6.1 The Authority's capital financing requirement (CFR) for 2023/24 is £2,414.582m. The CFR denotes the Authority's underlying need to borrow for capital purposes. If the CFR is positive the Authority may borrow from the PWLB or the market (external borrowing), or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. Table 5.5.1 shows the Authority is forecast to have borrowings of £1,494m and will utilise £921m of cash flow funds in lieu of borrowing. This is a prudent and cost-effective approach in the current economic climate but will require ongoing monitoring if further upside risk to gilt yields prevails.
- 6.2 Due to the overall financial position and the underlying need to borrow for capital purposes (the CFR), the capital programme is being kept under regular review due to the effects of inflationary pressures, shortages of materials and labour. Our borrowing strategy will, therefore, also be regularly reviewed and then revised, if necessary, to achieve optimum value and risk exposure in the long-term.

6.4 PWLB maturity certainty rates (gilts plus 80bps) year to date to 29 September 2023

- 6.4.1 Gilt yields and PWLB certainty rates were on a generally rising trend throughout the first half of 2023/24. At the beginning of April 2023, the 5-year rate was the cheapest part of the curve and touched 4.14% whilst the 25-year rate was relatively expensive at 4.58%.
- 6.4.2 July 2023 saw short-dated rates peak at their most expensive. The 1-year rate spiked to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August 2023 and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5 April 2023 but rose to 5.45% on 28 September 2023.
- 6.4.3 We forecast rates to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second half of 2024, and we forecast 50-year rates to stand at 3.90% by the end of September 2025. However, there is considerable gilt issuance to be digested by the market over the next couple of years, as a minimum, so there is a high degree of uncertainty as to whether rates will fall that far.

6.4.4 PWLB Rates 3 April 2023 – 29 September 2023



6.4.5 High/ Low/ Average PWLB Rates for 3 April 2023 – 29 September 2023

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.14%	4.20%	4.58%	4.27%
Date	6 April 2023	6 April 2023	6 April 2023	6 April 2023	5 April 2023

	1 Year	5 Year	10 Year	25 Year	50 Year
High	6.36%	5.93%	5.51%	5.73%	5.45%
Date	6 July 2023	7 July 2023	22 August 2023	17 August 2023	28 September 2023
Average	5.62%	5.16%	5.01%	5.29%	5.00%
Spread	1.71%	1.79%	1.31%	1.15%	1.18%

The current PWLB rates are set as margins over gilt yields as follows:

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate (GF)** is gilt plus 80 basis points (G+80bps)
- **PWLB Local Infrastructure Rate** is gilt plus 60 basis points (G+60bps)
- **PWLB Certainty Rate (HRA)** is gilt plus 40bps (G+40bps)

The **UK Infrastructure Bank** will lend to local authorities that meet its scheme criteria at a rate currently set at gilt plus 40bps (G+40bps).

7. Debt Rescheduling

7.1 Debt rescheduling opportunities have increased over the course of the past six months and will be considered if giving rise to long-term savings. However, no debt rescheduling has been undertaken to date in the current financial year.

8. Compliance with Treasury and Prudential Limits

8.1 It is a statutory duty for the Authority to determine and keep under review the affordable borrowing limits. During the half year ended 30 September 2023, the Authority has operated within the treasury and prudential indicators set out in the Authority's Treasury Management Strategy Statement for 2023/24. The Treasurer reports that no difficulties are envisaged for the current or future years in complying with these indicators.

8.2 All treasury management operations have also been conducted in full compliance with the Authority's Treasury Management Practices.

9. Annual Investment Strategy

9.1. The Treasury Management Strategy Statement (TMSS) for 2023/24, which includes the Annual Investment Strategy, was approved by the Authority on 24 March 2023. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Authority's investment priorities as being:

- a) Security of capital
- b) Liquidity
- c) Yield

9.2 The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Authority's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit quality financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

9.3 Creditworthiness

9.3.1 Following the Government's fiscal event on 23 September 2022, both Standard & Poor and Fitch placed the UK sovereign debt rating on Negative Outlook, reflecting a downside bias to the current ratings in light of expectations of weaker finances and a challenging economic outlook. Nothing further has evolved in the first half of 2023/24.

9.4 Investment Counterparty criteria

9.4.1 The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

9.4.2 The Authority operates a pooled arrangement with its subsidiary, Transport for Greater Manchester (TfGM), for cash balances. This prevents the risk of both organisations investing in the same counterparty. The Authority does not treat TfGM as needing a criteria as a counterparty for treasury investment purposes.

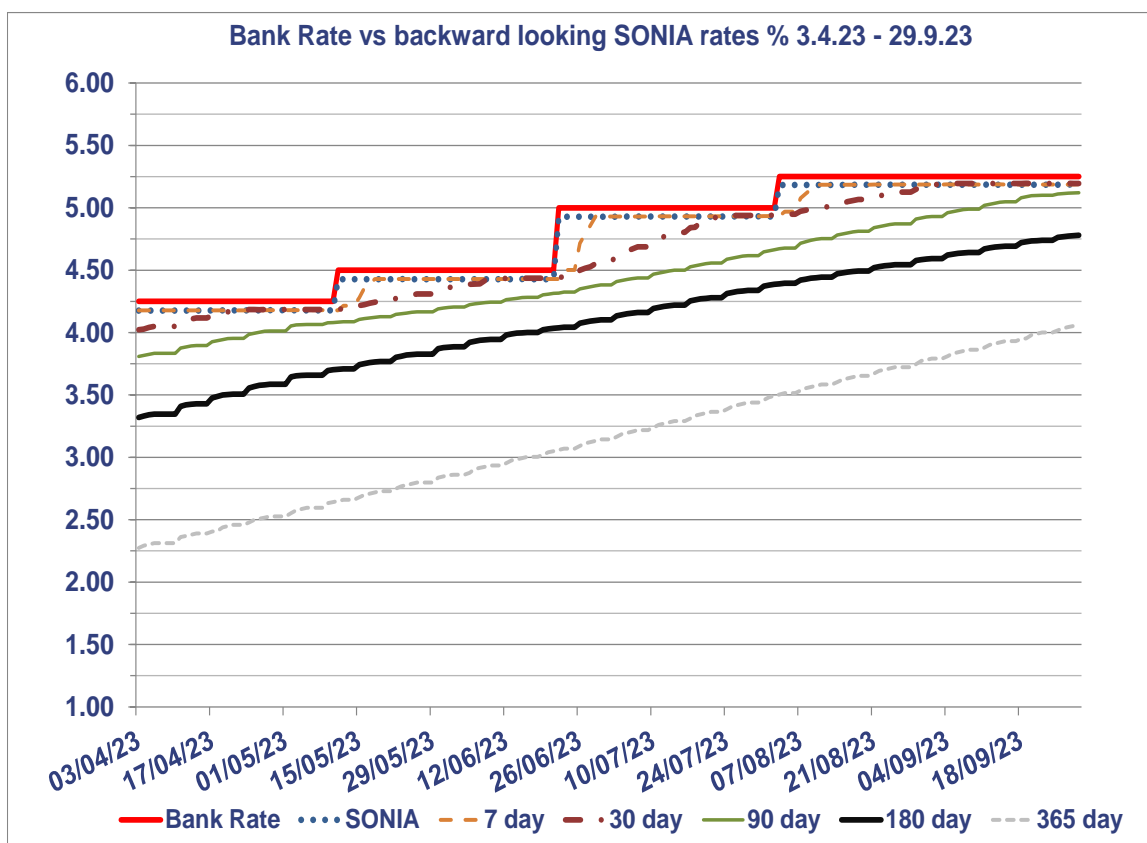
9.5 CDS prices

9.5.1 It is noted that sentiment in the current economic climate can easily shift, so it remains important to undertake continual monitoring of all aspects of risk and return in the current circumstances.

9.6 Investment balances

9.6.1 The average level of funds available for investment purposes during the first half of the financial year was **£366.3m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

9.6.2 Investment performance year to date as of 29 September 2023



	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	5.25%	5.19%	5.19%	5.20%	5.12%	4.78%	4.06%
High date	3 August 2023	29 September 2023	4 September 2023	27 September 2023	29 September 2023	29 September 2023	29 September 2023
Low	4.25%	4.18%	4.18%	4.02%	3.81%	3.32%	2.27%
Low date	3 April 2023	4 April 2023	11 April 2023	3 April 2023	3 April 2023	3 April 2023	3 April 2023
Average	4.81%	4.74%	4.71%	4.64%	4.44%	4.10%	3.16%
Spread	1.00%	1.01%	1.01%	1.17%	1.31%	1.46%	1.79%

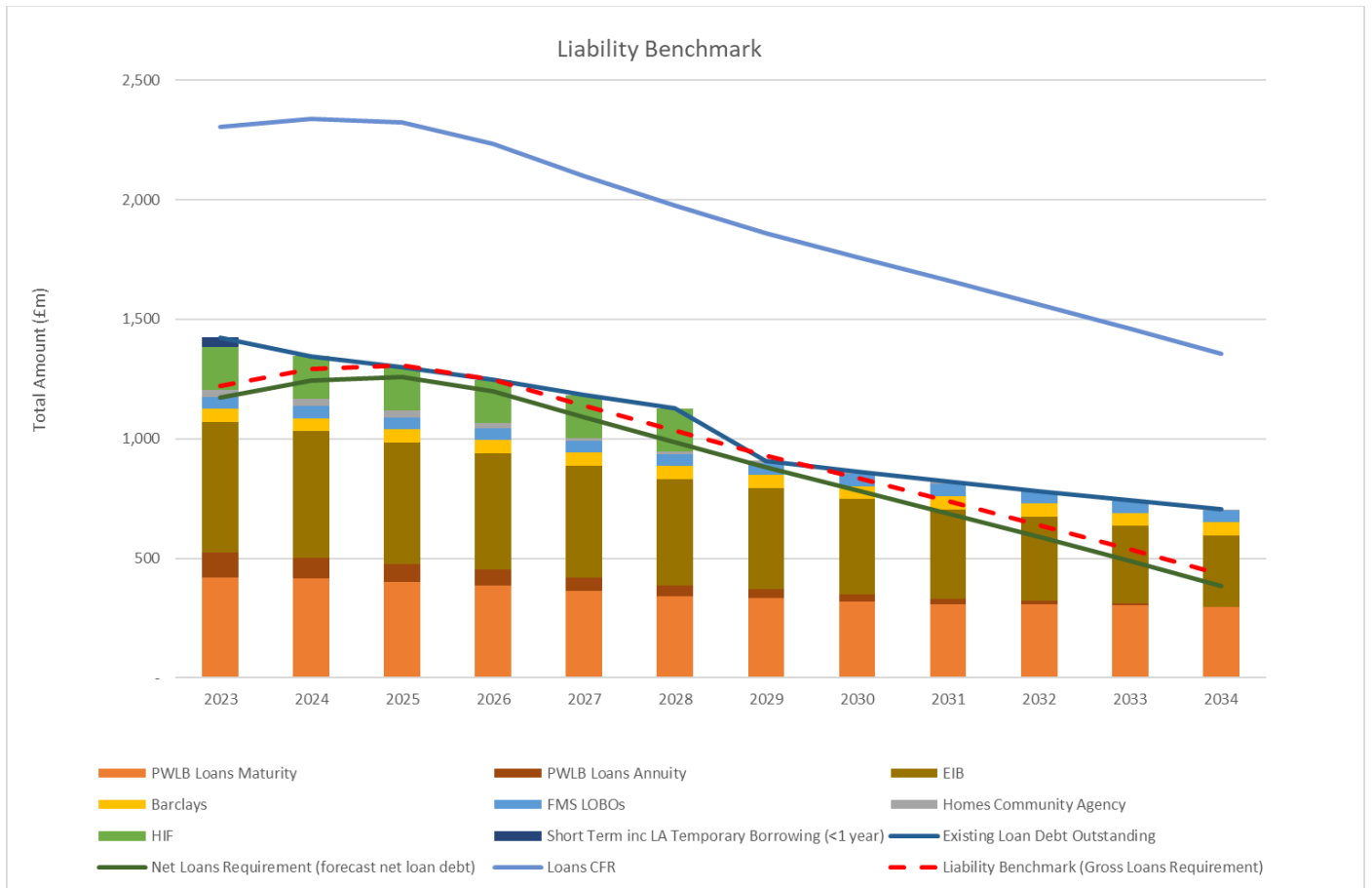
9.7 Investment performance year to date as of 30 September 2023

9.7.1 The Authority underperformed the benchmark by 6 bps. The Authority's budgeted investment return for 2023/24 is £2.257m, and performance for the year to date is £6.319m above budget.

9.8 Approved limits

- 9.8.1 Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the period ended 30 September 2023.

APPENDIX 1: the CFR, Liability Benchmark and Borrowing



APPENDIX 2: Investment Portfolio

Investments held as of 30 September 2023 compared to our counterparty list:

	Borrower	Principal £m	Interest Rate	Start Date	Maturity Date	Lowest LT/ Fund Rating	Historic Risk of Default
	Barclays Bank Plc (NRFB)	7.240	4.80%		Call	A+	0.000%
	MMF Aberdeen Standard Investments	24.950	5.35%		MMF	AAAm	
	MMF Aviva	25.000	5.26%		MMF	AAAm	
	MMF BlackRock	25.000	5.21%		MMF	AAAm	
	MMF CCLA	24.620	5.07%		MMF	AAAm	
	MMF Federated Investors (UK)	25.000	5.39%		MMF	AAAm	
	Cornwall Council	10.000	5.18%	31-Aug-23	02-Oct-23	AA-	0.000%
	DMO	15.000	5.25%	20-Sep-23	02-Oct-23	AA-	0.000%
	SMBC Bank International Plc	10.000	5.32%	18-Aug-23	02-Oct-23	A-	0.000%
	Cornwall Council	10.000	4.20%	05-Apr-23	05-Oct-23	AA-	0.000%
	DMO	5.630	5.17%	29-Sep-23	05-Oct-23	A-	0.000%
	Eastleigh Borough Council	15.000	5.25%		Call7	AA-	0.000%
	Eastleigh Borough Council	5.000	5.25%		Call7	AA-	0.000%
	Leeds City Council	10.000	5.25%		Call7	AA-	0.000%
	Plymouth City Council	10.000	4.25%	13-Apr-23	13-Oct-23	AA-	0.000%
	West Midlands Combined Authority	20.000	5.30%	15-Sep-23	13-Oct-23	AA-	0.001%
	Stockport Metropolitan Borough Council	10.000	5.30%	21-Sep-23	16-Oct-23	AA-	0.001%
	Lloyds Bank Plc (RFB)	6.500	4.87%	18-Apr-23	18-Oct-23	A+	0.002%
	Standard Chartered Bank (ESG)	10.000	4.71%	18-Apr-23	18-Oct-23	A+	0.002%
	Lancashire County Council	5.000	4.25%	21-Apr-23	23-Oct-23	AA-	0.001%
	Ashford Borough Council	6.000	4.25%	24-Apr-23	24-Oct-23	AA-	0.001%
	Central Bedfordshire Council	10.000	4.21%	27-Apr-23	27-Oct-23	AA-	0.002%
	Lancashire County Council	15.000	4.45%	28-Apr-23	30-Oct-23	AA-	0.001%
	Leeds City Council	10.000	5.50%	22-Sep-23	03-Nov-23	AA-	0.002%
	Central Bedfordshire Council	10.000	5.37%	24-Aug-23	24-Nov-23	AA-	0.003%
	London Borough of Barking & Dagenham	5.000	5.35%	26-Sep-23	27-Nov-23	AA-	0.004%
	Wirral Metropolitan Borough Council	5.000	5.35%	29-Sep-23	30-Nov-23	AA-	0.004%
	SMBC Bank International Plc	10.000	5.64%	18-Aug-23	18-Dec-23	A-	0.010%
	Standard Chartered Bank (ESG)	10.000	5.51%	18-Sep-23	18-Dec-23	A+	0.010%
	National Westminster Bank plc (RFB)	10.000	5.59%	19-Sep-23	19-Dec-23	A+	0.010%
	SMBC Bank International Plc	5.000	5.59%	21-Sep-23	21-Dec-23	A-	0.010%
	Standard Chartered Bank (ESG)	5.000	5.59%	06-Sep-23	05-Jan-24	A+	0.012%
	Santander UK PLC	10.000	5.40%	26-Sep-23	01-Feb-24	A	0.015%
	National Westminster Bank plc (RFB)	10.000	5.44%	25-Sep-23	26-Feb-24	A+	0.018%
	Transport for Greater Manchester	13.957	0.00%		Call		
	Total Investments	408.897	5.14%				0.004%

APPENDIX 3: Approved Countries for Investments as of 30 September 2023

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)

AA-

- Belgium
- France (downgraded by Fitch on 9 May 2023)
- Qatar
- **U.K.**

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Greater Manchester Combined Authority

Date: 24th November 2023

Subject: GM Investment Framework, Conditional Project Approval

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

Purpose of Report

This report seeks Greater Manchester Combined Authority (“Combined Authority” and “GMCA”) approval for investments into Wi-Q Limited and SMIDSY Ltd (trading as “Beryl”) and novation of a loan from Evergreen 1 to the Core Investment Fund in relation to the Broadway Green development. The investments will be made from recycled funds.

Further details regarding the investments are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

Recommendations

The GMCA is requested to:

1. approve an equity investment of up to £350k to Wi-Q Limited;
2. approve an equity investment of up to £1m to SMIDSY Ltd (trading as “Beryl”);
3. approve a loan novation of up to £12.95m to Chancerygate (Erdington) Ltd;
4. delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the above investments, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the investments, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investments noted above.

Contact Officers





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Bill Enevoldson: bill.enevoldson@greatermanchester-ca.gov.uk

Laura Blakey: laura.blakey@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment





A) WI-Q

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion			
Health			
Resilience and Adaptation			
Housing			
Economy	G	Investment supporting a digital business with high growth potential.	
Mobility and Connectivity			
Carbon, Nature and Environment			
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target			
Further Assessment(s):		N/A	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.





Carbon Assessment				
Overall Score	<input type="text"/>			
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/Industrial	N/A			
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	N/A			
No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.

B) SMIDSY Limited, trading as Beryl.





Impacts Questionnaire



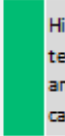
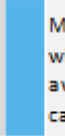
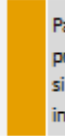

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion			
Health			
Resilience and Adaptation			
Housing			
Economy	G	Investment supporting data science and technology based jobs in Greater Manchester.	
Mobility and Connectivity			
Carbon, Nature and Environment			
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target	N/A		
Further Assessment(s):	Equalities Impact Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative , with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment

Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/Industrial	N/A			
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	N/A			
No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.

C) Broadway Green

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion			
Health			
Resilience and Adaptation			
Housing			
Economy	G	Investment supporting data science and technology based jobs in Greater Manchester.	
Mobility and Connectivity			
Carbon, Nature and Environment			
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target	N/A		
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Carbon Assessment				
Overall Score				
Buildings	Result	Justification/Mitigation		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/Industrial		Units have achieved EPC A rating, include PV on each roof and cycling facilities.		
Transport				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
Land Use				
Land use	N/A			
No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.	 Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

The investments recommended in this paper will be governed under the existing investment framework which includes several levels of review and ongoing monitoring of performance.

Legal Considerations

The legal agreements will be based upon the existing templates for the GM Investment Fund, amended for the specific requirements of the individual funding arrangements.

Financial Consequences – Revenue

Future interest income on loans and dividend income from equity investments will be applied to Revenue reserves.

Financial Consequences – Capital

The proposed equity and property investments will be made from recycled funds. Any future income from the sale of shares and repayments of property loans will be applied to Capital reserves.

Number of attachments to the report

None.

Comments/recommendations from Overview & Scrutiny Committee

None.

Background Papers

None.

Tracking/ Process

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

Yes

Exemption from call in

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

No.

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

1.1. Background:

- 1.1.1. The Combined Authority maintains and develops a pipeline of projects submitted by applicants seeking funding from the Combined Authority's Core Investment Fund allocation. These projects are assessed against criteria based on the GM Investment Strategy, developed to underpin the economic growth of Greater Manchester. A condition of investment is that the companies sign up as (at a minimum) a supporter of the Greater Manchester Good Employment Charter.
- 1.1.2. This assessment incorporated:
- an appraisal by the GM Core Investment Team; and
 - a review by a sub-group of GM Chief Executives.

2. Investments Recommended for Approval in Principle

2.1. Wi-Q Limited, Manchester

Sector: Digital & Creative

- 2.1.1. The business case in respect of an equity investment of £350k to Wi-Q Limited has been submitted to and appraised by the Core Investment Team and is recommended to the Combined Authority for conditional approval.
- 2.1.2. Wi-Q provides hotels, casual dining outlets and restaurants with end-to-end order processing software. Its products link the guest ordering portals, point of sale management system, payments systems and the kitchen (including stock). Wi-Q's system replaces several manual input steps of the process – increasing speed, accuracy and as a result, outlet profitability.
- 2.1.3. Wi-Q was established in 2014 and moved its head office to Manchester from London in June 2022. The Company employs c15 staff in Manchester. Management have been clear that new UK based recruits will be based in the Manchester office and any new vacancies arising from departures in roles in teams based in elsewhere in the UK will be replaced within the Manchester office. It expects to create at least five jobs in GM over the next three years.

- 2.1.4. The investment will allow the business to capitalise on the contracts it has in place with several customers and to rapidly grow its revenue. The GMCA equity investment will be used to support the working capital of the business whilst it grows its turnover.
- 2.1.5. Further details regarding the loan are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

2.2. SMIDSY Limited, trading as “Beryl”, Greater Manchester

Sectors: Low Carbon & Digital & Creative

- 2.2.1. The business case in respect of an equity investment of up to £1m to SMIDSY Ltd (trading as “Beryl”, “the Company”) has been submitted to and appraised by the Core Investment Team and is recommended to the Combined Authority for conditional approval.
- 2.2.2. Beryl is a nationwide micro-mobility company, delivering bike share schemes to a wide range of UK cities and towns. Beryl provides an end-to-end service for transport authorities, including the bikes, docking stations, app technology and scheme management, including repairs and maintenance. Beryl currently has a contract with Transport for Greater Manchester to operate the bike share scheme across Greater Manchester.
- 2.2.3. The proposed investment will support Beryl’s growth plans in Greater Manchester, focused on new data science and technology roles.
- 2.2.4. Beryl currently employs 32 people in Greater Manchester and is forecast to hire a further 18 roles in Greater Manchester over the next two years.
- 2.2.5. Further details regarding the investment are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

2.3. Broadway Green (Chancerygate (Erdington) Ltd), Oldham

Sector: Infrastructure and Logistics

- 2.3.1. The business case in respect of the novation of a loan from GMCA's Evergreen Fund ("Evergreen") of up to £12,950,000 to Chancerygate (Erdington) Limited ("Borrower") has been submitted to and appraised by the Core Investment Team and is recommended to the Combined Authority for conditional approval.
- 2.3.2. In June 2022, Evergreen provided the Borrower with a development loan facility for Plot 3000, Broadway Green. The development consists of 8 industrial units on a 2.78Ha site at Middleton Junction in Oldham. This will create 108,131 sq ft of employment space built to a high EPC A rating and will support c200 jobs once built.
- 2.3.3. The novation of this loan from Evergreen to its Core Investment Fund will provide Evergreen with the lending capacity it needs to support the match funding requirements of GMCA's 2014-2020 Fund of Funds ERDF Programme.
- 2.3.4. Further details regarding the loan are included in the accompanying Part B report to be considered in the confidential part of the agenda due to the commercially sensitive nature of the information.

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

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