

## HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY

**DATE:** 15<sup>th</sup> November 2018

**TIME:** 6.00 – 8.00pm

**VENUE:** The Boardroom, GMCA Offices, First Floor Churchgate House, 56 Oxford Street, Manchester, M1 6EU

**1. APOLOGIES**

**2. CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS**

**3. DECLARATIONS OF INTEREST**

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

**4. MINUTES OF THE LAST MEETING HELD ON 11 OCTOBER 2018**

To consider the approval of the minutes of the meeting held on 11 October 2018, as a correct record

**5. BUS REFORM UPDATE**

Report of Michael Renshaw, Executive Director, TfGM

**6. GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE DASHBOARD UPDATE**

Report of Andy Burnham, Mayor of Greater Manchester

**7. WORK PROGRAMME**

Report of Susan Ford, Statutory Scrutiny Officer, GMCA

**ITEMS FOR INFORMATION ONLY:**

**8. GREATER MANCHESTER CLEAN AIR PLAN: UPDATE ON LOCAL AIR QUALITY MODELLING**

Report of Councillor Alex Ganotis portfolio Lead for Green City Region

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**9. REGISTER OF KEY DECISIONS**

1 November 2018 – 30 November 2018

[https://www.greatermanchester-ca.gov.uk/downloads/file/962/register\\_of\\_key\\_decisions\\_published\\_on\\_1\\_november\\_2018](https://www.greatermanchester-ca.gov.uk/downloads/file/962/register_of_key_decisions_published_on_1_november_2018)

**10. DATE AND TIME OF NEXT MEETING**

Thursday 13<sup>th</sup> December at 10.30am, Boardroom, Churchgate House

**Notes:**

- ) The Contact Officer for this agenda is Lindsay Dunn, Governance & Scrutiny, GMCA ☎ 0161 778 7009 ✉ [lindsay.dunn@greatermanchester-ca.gov.uk](mailto:lindsay.dunn@greatermanchester-ca.gov.uk). The Statutory Scrutiny Officer is Susan Ford ☎ 0161 778 7009 ✉ [susan.ford@greatermanchester-ca.gov.uk](mailto:susan.ford@greatermanchester-ca.gov.uk)
- ) If any Members require advice on any agenda item involving a possible declaration of interest, which could affect their ability to speak or vote are advised to contact Emma Stonier 24 hours in advance of the meeting.
- ) For copies of papers and further information on this meeting please refer to the website [www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the above Officer.
- ) Please note that this meeting will be held in public and will be livestreamed (except where confidential or exempt information is being considered).

<b>Membership:</b>	Councillor Shamim Abdullah	Bolton	(Labour)
	Councillor Andrew Morgan	Bolton	(Conservative)
	Councillor Catherine Preston	Bury	(Labour)
	Councillor Dorothy Gunther	Bury	(Conservative)
	Councillor James Wilson	Manchester	(Labour)
	Councillor Paula Sadler	Manchester	(Labour)
	Councillor Steven Bashforth	Oldham	(Labour)
	Councillor Stuart Dickman	Salford	(Labour)
	Councillor Linda Robinson	Rochdale	(Labour)
	Councillor Laura Booth	Stockport	(Labour)
	Councillor Lisa Smart	Stockport	(Liberal Democrat)
	Councillor Mike Glover	Tameside	(Labour)
	Councillor Graham Whitham	Trafford	(Labour)
	Councillor Lynne Holland	Wigan	(Labour)
	Councillor Michael Winstanley	Wigan	(Conservative)

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<b>Substitutes:</b>	Councillor Kevin McKeon	Bolton	(Labour)
	Councillor David Greenhalgh	Bolton	(Conservative)
	Councillor John Leech	Manchester	(Liberal Democrat)
	Councillor Hazel Gloster	Oldham	(Liberal Democrat)
	Councillor Peter Davis	Oldham	(Labour)
	Councillor Ray Dutton	Rochdale	(Labour)
	Councillor Ann Stott	Rochdale	(Conservative)
	Councillor Tanya Burch	Salford	(Labour)
	Councillor Ari Leitner	Salford	(Conservative)
	Councillor Adrian Pearce	Tameside	(Labour)
	Councillor Ruth Welsh	Tameside	(Conservative)
	Councillor Amy Whyte	Trafford	(Labour)
	Councillor Bernard Sharp	Trafford	(Conservative)
	Councillor Fred Walker	Wigan	(Labour)
	Councillor James Grundy	Wigan	(Conservative)

**This agenda was issued on 7 November 2018 on behalf of Eamonn Boylan, Secretary and Chief Executive, Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU.**

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## Housing, Planning & Environment Overview & Scrutiny Committee

15 November 2018

Declaration of Interests in Items appearing on the Agenda

NAME \_\_\_\_\_

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		<b>Personal / Prejudicial / Disclosable Pecuniary</b>
		<b>Personal / Prejudicial / Disclosable Pecuniary</b>
		<b>Personal / Prejudicial / Disclosable Pecuniary</b>
		<b>Personal / Prejudicial / Disclosable Pecuniary</b>
		<b>Personal / Prejudicial / Disclosable Pecuniary</b>



# Item 4

**DRAFT GREATER MANCHESTER COMBINED AUTHORITY  
HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE  
11 OCTOBER 2018 AT 10:30AM AT THE GMCA OFFICES**

Present:	Councillor Lisa Smart (Stockport) (in the Chair)
Bolton	Councillor Shamim Abdullah
Bury	Councillor Dorothy Gunther Councillor Catherine Preston
Manchester	Councillor Paula Sadler Councillor James Wilson
Rochdale	Councillor Linda Robinson
Stockport	Councilor Laura Booth
Tameside	Councillor Mike Glover
Wigan	Councillor Lynne Holland Councillor Fred Walker (Substitute)
In attendance:	
Salford City Mayor	Paul Dennett
GMCA Officers	Lindsay Dunn(Governance and Scrutiny Officer) Susan Ford (Statutory Scrutiny Officer) Steve Fyfe (Head of Housing Strategy) Mike Wright (Strategic Lead Homelessness)
TfGM Officers	Bob Morris (Chief Operating Officer) Anthony Murden (Programme and Projects Manager)

**M99/HPE APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Stuart Dickman (Salford) Councillor Andrew Morgan (Bolton) and Councillor Michael Winstanley (Wigan).

**M100/HPE CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

There was no urgent business.

**M101/HPE DECLARATIONS OF INTEREST**

There were no declaration of interests raised.

**M102/HPE MINUTES OF THE LAST MEETING HELD 13 SEPTEMBER 2018**

The minutes of the last meeting dated 13 September 2018 were submitted for approval.

**RESOLVED:**

That the minutes of the meeting held on 13 September 2018 be approved as a correct record.

**M103/HPE GM HOUSING VISION & BRIEF UPDATE ON GREATER MANCHESTER SPATIAL FRAMEWORK (GMSF)**

As an introduction to the report on the GM Housing Vision, Salford City Mayor, Paul Dennett, Portfolio Lead for Homelessness, Housing and Infrastructure provided the Committee with an update with regards to the GMSF. It was reported that the Office for National Statistics (ONS) had recently published information on sub national housing projections. Colleagues within the GMCA have examined the methodology to assess housing need and the ONS data set indicates that there will be a requirement for 58k less homes in GM over a twenty year period. Government have responded by indicating that they intend to consult further on the local housing needs methodology. Dialogue with the Ministry of Housing, Communities and Local Government on the pressing need for clarity on numbers continues for the critical purpose of local and strategic planning in GM.

GMCA have issued a statement with regard to delayed publication of the GMSF in light of the unanticipated significant drop in housing need in GM. The Portfolio Lead brought it to Members attention that there were anomalies with regards to the methodology used by the ONS and highlighted specific examples in relation to Cambridge and the period of time used to objectively assess the projections.

The Committee were informed that GM Leaders would meet the following week to consider the latest position and further updates would emerge.

With regard to the projections, a members asked if the figure of 58k related to the original forecast. It was clarified that it related to 58k less than the original plan of 211k over the period of the GMSF.



Consideration was given to a report on the GM Housing Vision. The Committee were advised that in setting the future direction of Greater Manchester's development through the Spatial Framework, one vital element is the need to ensure GM residents have the safe, decent and affordable homes the Greater Manchester Strategy (GMS) requires.

It was reported that to accompany the Spatial Framework therefore, Leaders have requested that a 'Housing Vision' for Greater Manchester be produced. It is intended to provide a concise, high level statement of the collective ambitions for the future of housing in the city region and offer a firm basis for the development of a full Greater Manchester Housing Strategy.

The Portfolio Lead for Housing, Homelessness and Infrastructure reminded Members that the Greater Manchester Strategy identifies safe, decent and affordable housing as a priority. He provided the Committee with an overview of statistics to highlight the challenges faced in GM and evidence that suggests Britain's housing system is not delivering the homes required.

In discussion, the main areas covered were:

- ) The Committee welcomed the update provided and were particularly keen on the vision's approach to supporting people in later life.
- ) The Chair requested more information on details of an evidenced case for greater devolution in this policy theme. It was advised that GM had requested £8m of revenue funding to pursue the Housing Deal and thus far, clarity had not been received from Government. The devolution ask would fund planning and implementation of GM's forthcoming housing strategy along with the further development of a strategic relationship with Government and Homes England to support this. Funding to support cross public sector partnerships to work collaboratively on land and property initiatives leading to new jobs, new homes, joined up public services and savings for the taxpayer under One Public Estate were highlighted as opportunities under devolution.
- ) The role of GM place and the interaction with the ten Local Authorities was discussed along with the relationship between housing, transport, green infrastructure and the sociology of place to provide a strategic approach to develop integrated communities and the commitments of the GMS.
- ) The number of empty homes across GM was highlighted by a member as an opportunity to provide a solution, albeit limited. It was reported that there was no funding from Government to address this issue, however Local Authorities across GM have developed successful policies to reduce the numbers across the conurbation. Those within private ownership were reported to be more complex and costly to resolve and would require public money and resources. It was suggested that this could be considered further under the devolution asks from Government.

- ) The reluctance for older people to move from larger properties which they have lived in for a considerable amount of time was discussed. It was recognised that people do have emotional attachment to their homes and a commitment to work sensitively with people to consider alternative solutions would be adopted.
- ) The Committee highlighted that the Decent Homes Standard for social housing required the co-operation of both tenants and landlords. The Committee were advised that the green paper on social housing 'a new deal for social housing', committed to potentially reviewing the national Decent Homes Standard. GM housing leads were developing a response to the consultation. It was highlighted that there was an opportunity to ensure that the standard reflected issues relating to carbon neutral and energy efficient homes.
- ) A member raised concern that the vision would need to address: the increasing move towards communities of higher density; possible gentrification; and the accessibility of high rise apartment blocks. It was confirmed that the vision identifies that homes require investment to meet physical accessibility and concerns regarding affordability and gentrification were acknowledged. It was however advised that high density developments of quality were important in order to meet the objectively assessed housing numbers without the need to release land within greenbelt.

**RESOLVED:**

1. To note further updates to be provided once further details emerge;
2. That the report be noted;
3. That further consideration be given to include resources and powers to effectively deal with empty properties in the private sector within future devolution deal asks;
4. That a response to the government green paper 'a new deal for social housing' will be developed and submitted in consultation with the ten local authorities.

**M104/HPE HOMELESSNESS UPDATE**

The Portfolio Lead for Housing, Homelessness and Infrastructure provided members with an update on homelessness in GM. The key programmes being undertaken at sub-regional level in order to tackle homelessness and rough sleeping were detailed within the report. Specifically, the paper reflected on the recommendations made by the Committee at the meeting in March and provided specific updates on progress and a wider update on homelessness winter preparations 'A bed every night'.

Members welcomed the update provided and in discussion the following items were raised;

- ) The Chair commented that funding was key to delivery in terms of outcomes and it appeared to be fragmented. Assurance on how this was being secured and the progress being made by the GMCA and the ten local authorities in the delivery of the action plan, given the late receipt of funding from government, along with the anticipated timeline was requested.
- ) Mayor Dennett agreed that funding was fragmented and reported that cuts to council budgets had initially resulted in the lack of provision of supported housing. Despite this, applications for funding, when and where available would continue to be made by the GMCA.
- ) The Committee enquired if the mayoral pledge to eliminate the need for rough sleeping by 2020 would be delivered.
- ) It was highlighted that the government's commitment to tackling rough sleeping by 2027 differed to those ambitions of the GM Mayor and it was reported that GM is making significant progress to ending the need for rough sleeping by 2020.
- ) Lessons learned from last year's winter provision were outlined to the Committee along with an overview of the programme and anticipated opportunities that would be presented by winter provision for 2018, 'A bed every night'.
- ) It was advised that although initial funding was not received until March 2018, work within the action plan had been undertaken in preparation for the introduction of the Homelessness Reduction Act in April 2018. It was proposed that the Committee receive further updates and progress reports.
- ) Members welcomed information with regard to GM being selected as a pilot area to implement Housing First and requested further examples as to what could be expected as a result of the implementation of the trailblazer.
- ) Examples of best practice being promoted across GM to prevent homelessness and more effectively deal with demand was highlighted.
- ) It was recognised that operationally, all districts were working in collaboration to tackle homelessness and the Portfolio Lead highlighted that homelessness is a product of wider systemic issues including mental health and welfare reform.
- ) A Member suggested that the data on the number of people homeless was not an accurate reflection of the situation and recommended that data should be gathered on a monthly basis as a minimum as opposed to annually.
- ) The Committee requested a breakdown in the data by gender and asked what further data analysis had taken place with the cohort to identify what, if any, variation in issues which resulted in people becoming homeless.
- ) It was confirmed that in GM, 86% of rough sleepers are male and 14% female. Nationally, it had been reported that at least 449 rough sleepers died last year and the average age of death for rough sleepers in males is 43 and 47 for

females. It was recognised that there were particular trigger points in people's lives that had an impact on becoming homeless which included the breakdown in relationships and debt problems. Intervention before crisis was therefore considered to be more effective and GM were considering using predictive modeling across the ten local authorities, particularly focused around debt to assess the impact of upcoming welfare reform and prevent people from becoming homeless.

- ) The provision and safety of homeless hostels was raised as a key issue that requires improvement. It was suggested that the Housing First model is replicated to ensure support services are provided in order to improve the safety and comfort for those within hostels including existing and potential clients and staff.
- ) Members discussed service users requiring assistance provided at community kitchens and highlighted the fact that more families are attending as a consequence of the choice between eating or heating.
- ) A member raised an issue with regard to female victims of domestic violence where it was necessary to leave the family home. The effects and impact on mental health of entering temporary accommodation or in some cases mixed gender units were highlighted.
- ) The Committee discussed the best practice implemented in Rochdale to raise awareness of section 21 for those at risk of losing their homes. It was suggested that more collaborative work was required with the private rented sector to achieve the ambitions related to homelessness.

#### **RESOLVED:**

1. That the report be noted;
2. That further regular updates on the progress across a range of programmes be provided to the Committee at a future meeting;

#### **M105/HPE CONGESTION DEAL – CORRIDOR MANAGEMENT**

Bob Morris, Chief Operating Officer (TfGM) introduced a report which will be provided to the GMCA on 26 October 2018 seeking approval for the Corridor Management proposals contained within the GM Congestion Deal and associated expenditure of £1.35 million.

Key issues highlighted included;

- ) The GM Congestion deal was approved by the GMCA in March 2019 with an initial budget of £1.5 million. It was reported that approximately £0.5 million

would be used to fund additional staff resource for corridor management and to support urban traffic control activities.

- ) The Committee were advised that key corridors make up 7% of the overall road space in GM. During the morning rush hour peak, two thirds of traffic in GM uses those 7%, therefore these roads are heavily congested.
- ) £1 million has been allocated for highway intervention measures aimed at easing congestion.
- ) It was noted that there had been a delay in the recruitment of the control centre corridor managers due to the lack of individuals possessing the required skills.
- ) The Committee were advised that work is underway with TfGM and the ten Local Authorities to improve visibility and identify congestion hot spots by using a variety of platforms to obtain reliable data including more traffic cameras.
- ) The data will be analysed to plan required interventions more effectively on a corridor basis.

Members welcomed the update provided and in discussion the following items were raised;

- ) The Chair requested further information with regards to the alignment of the proposals with the Clean Air plan. It was confirmed that it has been identified that transport is one of the main causes of poor air quality in particular, road traffic. The Committee was advised that the proposals of both the Congestion Deal – Corridor Management and Clean Air Plan would be considered alongside one another in order to maximise effectiveness of opportunities of measures introduced.
- ) The Committee highlighted that funding allocated was relatively small and questioned whether or not the proposals were ambitious enough to deal with the issues of congestion. It was recognised in a period of budget constraints, it was a starting point to address the concerns and impact of congestion.
- ) Members highlighted the impact of increased use of the Metrolink with regards to parking and highway issues for residents and the public in close proximity of the Metrolink stops. It was suggested that a more joined up approach was required to address congestion along with an increase in availability for park and ride.
- ) It was confirmed that although this did not come under the remit of the congestion proposals, it was part of the remit of TfGM. It was acknowledged that further work was required in order to increase and encourage the use of public transport without causing highway issues as a result of parking for local authorities to have to deal with. Hence, the increased requirement to provide more park and ride availability wherever possible was acknowledged.

- ) A member raised the issue with regards to the different tickets required to complete a journey particularly on the bus network and asked what measures would be implemented to integrate different modes and operators of transport from a ticketing and cost perspective.
- ) It was acknowledged that there are over 30 different bus operators across GM and the Committee was advised that in the new year Metrolink will introduce zonal fares and provide the ability for passengers to undertake contactless payments. It was reported that TfGM are exploring options to integrate fares across public transport in a bid to create a system which is appropriate for the residents of Greater Manchester.
- ) It was noted that an update on bus service reform would be presented to the Committee in November.

**RESOLVED:**

1. That the report be noted;
2. That a further update on the progress of Bus Reform be presented to the Committee in November 2018.

**M106/HPE UPDATE ON THE PROCUREMENT OF GMCA WASTE SERVICES**

David Taylor, Executive Director, Waste and Resources GMCA presented the Committee with an overview of the procurement process for waste and resource management for Greater Manchester.

Members were reminded that Greater Manchester Waste Disposal Authority (GMWDA) was abolished and all functions transferred to the GMCA on 1 April 2018. The statutory responsibilities for waste disposal include making arrangements for the management and disposal of municipal waste from the nine constituent waste collection authorities (WCAs) and the management of Household Waste Recycling Centres (HWRCs). These statutory functions are discharged via contract arrangements. GMWDA previously let and managed a 25 year PFI contract entered into in April 2009. The PFI contract ceased on 29th September 2017 via a negotiated settlement with the contract providers (Viridor and Laing) and the financing Banks. The PFI contract was formally wound up on 8th March 2018. Operations are currently being delivered via a short term contract with the existing operator, Viridor Waste (Greater Manchester) Ltd, while GMCA procures the future operating contracts.

It was reported that procurement of future operating contracts commenced in November 2017 and the principal strategic drivers for the procurement were developed with the nine Waste Collection Authorities (WCAs) and the GMWDA, and formally approved in September 2017 by the GMWDA. The following strategic drivers which form

the basis of the specification documents for which Tenderers will bid were highlighted to the Committee;

- ) 90% diversion from landfill of all the GMCA's waste arisings by 2020/21;
- ) Household Waste Recycling Centres achieving over 60% recycling targets, on average per year, by 2021/22;
- ) An overall aspiration of achieving 55% recycling/composting of household waste by 2025/26;

Members were advised that flexibility was required due to uncertainty around the National Waste Strategy, the publication of which had been delayed by government but was anticipated to be available later in the year.

**RESOLVED:**

That the progress against the procurement process be noted.

**M107/HPE WORK PROGRAMME**

A report was presented that set out the Committee's work programme for Members noting that it had been revised to reflect that an update on Bus Reform will now be presented at the meeting in November. The Committee were informed that the following items will be brought to the Committee once specific dates can be confirmed:

- ) Clean Air Communications Plan
- ) GM Spatial Framework (originally scheduled for November's meeting)
- ) GM Congestion Deal

Members were asked to contact the Statutory Scrutiny Officer with any suggested items for inclusion in the work programme.

**RESOLVED:**

1. That the report be noted.
2. That any further suggestions to the work programme be submitted to the Statutory Scrutiny Officer.

**M108/HPE REGISTER OF KEY DECISIONS 1 – 31 OCTOBER 2018**

The Register of Key Decisions was noted.

**RESOLVED:**

That the Register of Key Decisions be noted.

**M109/HPE DATE AND TIME OF NEXT MEETING**

Thursday 15 November 2018, 6.00pm at GMCA Offices, Churchgate House

**M110/HPE EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

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 involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**M110/HPE UPDATE ON PROCUREMENT OF WASTE SERVICES**

The Committee considered a report which set out the key features of the tender submissions in each Lot of the GMCA waste management procurement. This included details of the quantitative evaluation of the interim tender submissions. The three lots are:

Lot One	Waste and Resource Management Services (WRMS)
Lot Two	Household Waste Recycling Centre Management Services (HWRCMS)
Lot Three	Biowaste Management Services (BMS)

**RESOLVED:**

That the timetable for the procurement process be noted.



## Housing, Planning & Environment Overview & Scrutiny Committee

**Date:** 15 November 2018

**Subject:** Bus Reform Update

**Report of:** Michael Renshaw, Executive Director, TfGM

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### PURPOSE OF REPORT

To update Members on the progress in relation to the preparation of an assessment of a proposed bus franchising scheme for Greater Manchester by TfGM and associated next steps, in line with the Bus Services Act 2017.

### RECOMMENDATIONS

Note and comment on the contents of the report and request that further updates be provided as appropriate.

### CONTACT OFFICERS

Michael Renshaw, Executive Director, TfGM  
[Michael.Renshaw@tfgm.com](mailto:Michael.Renshaw@tfgm.com)

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### BACKGROUND PAPERS

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D (1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

Report to Planning, Housing and Environment Overview and Scrutiny Committee, 17 April 2018  
[https://www.greatermanchester-ca.gov.uk/download/meetings/id/3141/item\\_6\\_greater\\_manchester\\_bus\\_services\\_update](https://www.greatermanchester-ca.gov.uk/download/meetings/id/3141/item_6_greater_manchester_bus_services_update)

Report to GMCA, 27 July 2018, on Bus Reform  
[https://www.greatermanchester-ca.gov.uk/download/meetings/id/3519/19\\_bus\\_reform](https://www.greatermanchester-ca.gov.uk/download/meetings/id/3519/19_bus_reform)

## **1 INTRODUCTION**

- 1.1 Members may recall from a previous update on 17 April 2018 that following the introduction of the Bus Services Act 2017 (“the Act”), TfGM has been instructed by the GMCA to prepare an assessment of a proposed bus franchising scheme (“Assessment”).
- 1.2 Whilst TfGM is still in the process of preparing the Assessment, Members should note that the other activities being carried out by TfGM relating to the Assessment, as further detailed below, and TfGM’s proposal for how and when Members will be updated in the future.

## **2 PROGRESS SO FAR**

- 2.1 In accordance with the Act, and following instruction from the GMCA on 30 June 2017, TfGM is preparing the Assessment, which will relate to the entire Greater Manchester area and which will be informed by the Vision for Bus as set out in the 2040 Transport Strategy.
- 2.2 In line with the Act, the Assessment will describe the effects that the proposed franchising scheme is likely to produce, and compare making the proposed scheme to one or more other options for reform, such as partnerships.
- 2.3 TfGM is also engaging extensively with bus operators to explore other realistic options for improving local bus services – such as partnerships.
- 2.4 Members will recall from TfGM’s previous update that in order to prepare a robust assessment which takes into account an accurate picture of the Greater Manchester bus market, TfGM has requested a wide range of information from bus operators who run local services within and into Greater Manchester.
- 2.5 As progress on the Assessment has been made since TfGM’s last update to Members, TfGM has continued to use the information received as a result of these requests for information to inform its Assessment. TfGM will therefore continue to prepare its Assessment and if any further information is received, it will consider the same (as appropriate).

## **3 PROCESS TO A MAYORAL DECISION**

- 3.1 Following completion of the Assessment, the GMCA will have to obtain a report from an independent auditor on the Assessment in accordance with Section 123D of the Act. The Assessment and auditor’s report will then be considered by GMCA, which will take a decision on whether or not to proceed and hold a public consultation in accordance with Section 123E of the Act.
- 3.2 Following the consultation process, the GMCA would be required to prepare and publish a report setting out their response to the consultation. Depending on the nature of the responses received and the significance of any changes to the Assessment made in light of the responses, the GMCA may be required to re-consult on the proposed scheme.

- 3.3 Subject to the above stages being completed, the next step of the process would see the GMCA then considering the consultation feedback report alongside the Assessment of a proposed franchising scheme, and auditor’s report, before making a decision whether to proceed with the proposed scheme.
- 3.4 For further information on the process, Members should note Appendix 1, which summarises the process as set out in the relevant legislation and its associated guidance.
- 3.5 In consideration of the above and to build on the work currently being undertaken by TfGM in a transparent manner, the GMCA decided at its meeting on 27 July 2018 to instruct TfGM to:
- a. secure the conditional availability and preliminary briefing of a suitably qualified independent audit organisation (“Auditor”) so that after having prepared the Assessment and, should the GMCA wish to proceed with any proposed scheme, the Auditor may then be instructed to prepare a report in accordance with section 123D of the Act;
  - b. determine, if required by the conclusions in the Assessment, when it considers that the Assessment is ready to be submitted for audit, whether in advance of such submission there are any matters arising from the disclosure of information by operators of the analysis in the Assessment that may impact the substantive nature of the proposed franchising scheme or any alternative proposals being considered under the Assessment that should be referred to the GMCA for consideration and further directions to TfGM before the Assessment is finalised and submitted for audit; and
  - c. ahead of completion of the audit to take all appropriate steps to prepare the materials necessary to allow the GMCA to undertake the consultation process under section 123E of the Act, so that as soon as reasonably possible after obtaining a report in accordance with section 123D of the Act, TfGM may submit to the GMCA for consideration the Assessment and any report of the Auditor so that the GMCA may:
    - i. review the Assessment and audit report;
    - ii. determine whether to proceed to consultation or to remit the Assessment for further consideration;
    - iii. subject to ii above, instruct TfGM to undertake a consultation in accordance with section 123E of the Act on its behalf; and
    - iv. issue further directions to TfGM as appropriate.
- 3.6 This means that TfGM are now progressing some specific activities relating to both the audit and the consultation requirements of the Act. In terms of the audit, TfGM has now started a procurement process to invite tenders from potential suppliers to be the Auditor. This invitation will close in the coming weeks, whereby TfGM will then evaluate any bids received and consider whether to appoint an Auditor from those potential suppliers on a conditional basis so that upon completion of the Assessment and if the GMCA thereafter decided to proceed with any proposed scheme, the Auditor was available and ready to start work to provide a report in accordance with section 123D of the Act and the Franchising Scheme Guidance (“the Guidance”).
- 3.7 In carrying out this procurement exercise, TfGM will ensure that it complies with the Procurement Contract Regulations 2015 in respect of any engagement.

- 3.8 In addition to the above, the requirement to undertake a consultation is set out in section 123E of the Act and throughout the Guidance.
- 3.9 Together these detail the process that must be followed, the information that must be published and the persons who must be consulted (these persons are called statutory consultees and are listed in section 123E(4) of the Act, which includes but is not limited to bus operators operating in the area to which the scheme relates, representatives of employees of those operators and representatives of local bus users etc).
- 3.10 As well as being a requirement of the Act, the purpose behind the consultation is to consult with the public on any proposed scheme and invite their feedback on the same, so that an authority can decide whether or not to proceed with any proposed scheme (either with or without modification).
- 3.11 Members should note that if undertaking a consultation, an authority is required to publish a consultation document, a copy of its Assessment and audit report, as well as giving notice to consultees of the proposed scheme.
- 3.12 Section 123F of the Act describes what a consultation document is and this includes (but is not limited to) a document that describes the area to which the scheme relates, a description of the local services that are and are not to be included in the proposed scheme and the date on which the scheme is proposed to be made. The document will also need to include a summary of the assessment and set the date by which consultees can respond to the consultation, both of which are in an attempt to help inform responses.
- 3.13 Further to the GMCA's instruction of 27 July 2018, TfGM are considering the requirements of the Act in relation to the requirements around consultation, and is undertaking work to prepare appropriate materials. In doing so TfGM is aware that any consultation will also have to comply with certain common law principles. These are known as the "*Gunning Principles*" and include how:
- )] the consultation must take place when policies are at a formative stage;
  - )] sufficient reasons must be provided to allow for intelligent consideration;
  - )] adequate time must be allowed for consultees to consider and respond to proposals;
  - and
  - )] responses must be conscientiously taken into account.
- 3.14 TfGM will ensure that any consultation complies with these principles, as well as the requirements of the Freedom of Information Act 2000, the General Data Protection Regulations 2018 and the public sector equality duty as set out in section 149 of the Equality Act 2010.

#### **4 FUTURE UPDATES TO MEMBERS**

- 4.1 As TfGM progresses the work set out above, and subject to how that work progresses, Members can expect further updates from TfGM. However, given the current uncertainty on timings and the fact that such updates would be subject to TfGM and the GMCA

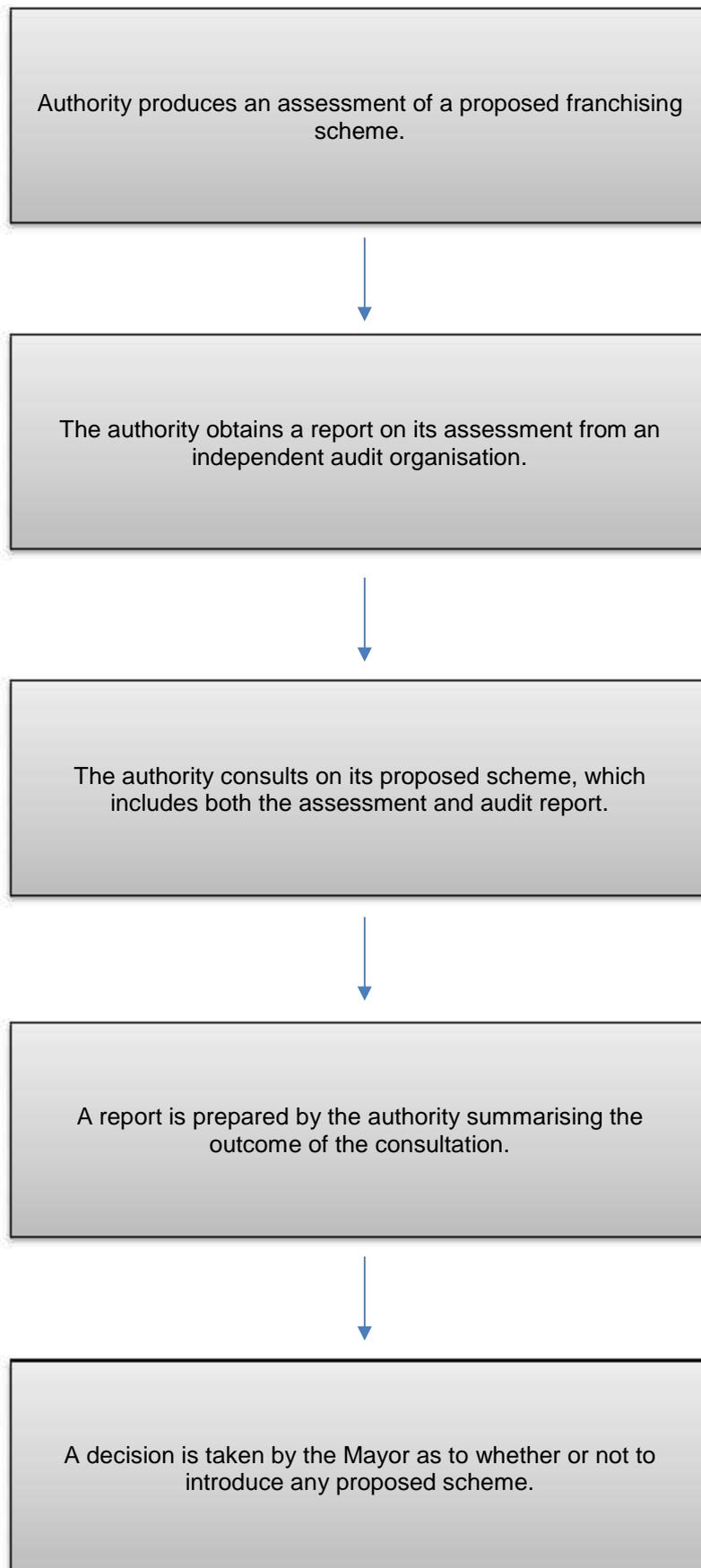
having complied with the appropriate legislative procedure as set out in the Act, TfGM cannot specify now a schedule that sets out exact dates when Members may be provided with a further update.

- 4.2 That said, it is expected that Members can expect an update before any decision is taken by the GMCA to proceed to undertake a consultation, as Members may wish to look to approve any proposed approach to consultation.
- 4.3 In contrast to this, it is not expected that Members will be updated upon completion of the Assessment prior to Audit, as it is believed that it would not be appropriate for Members to consider the Assessment without first having obtained any report of the Auditor.
- 4.4 Members should note that the preparatory work being undertaken by TfGM as set out above and note that further updates will be provided to the Scrutiny Committee as appropriate.

## **5 RECOMMENDATIONS**

- 5.1 Recommendations are set out on the front page of this report.

## **APPENDIX 1**



## Housing, Planning & Environment Overview & Scrutiny Committee

**Date:** 15 November 2018

**Subject:** Greater Manchester Strategy Implementation Plan and Performance Dashboard update

**Report of:** Andy Burnham, Mayor of Greater Manchester

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### PURPOSE OF REPORT

This report provides a draft of the GMS Implementation Plan six monthly update and performance dashboard.

### RECOMMENDATIONS

1. Review the updated GMS Implementation Plan and GMS Performance Dashboard and provide comments;
2. Consider overall progress towards the achievement of the GMS 2020 ambitions and targets, along with any corrective actions and/or additional support identified;
3. Agree to note that the draft of the Implementation Plan update be presented to the GMCA at their meeting in November.

### CONTACT OFFICERS

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### BACKGROUND PAPERS

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D (1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

## 1. INTRODUCTION

- 1.1. The 2017 Greater Manchester Strategy (GMS) sets out a commitment to develop an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, the GMCA agreed a two year Implementation Plan with the inclusion of ambitions to be achieved by 2020, and delivery milestones for the first six months (to October 2018).
- 1.2. The GMS Performance Dashboard has been developed to sit alongside the Implementation Plan, to provide a better understanding of performance in the round. The performance dashboard metrics will help to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes being tracked.
- 1.3. This paper provides:
  - ) An overview of progress against the first six months milestones and updated milestones to be delivered in the coming six months, along with the latest performance dashboard information for each of the GMS priorities.
  - ) An overview of overall performance, and an assessment of our collective ability to meet the agreed 2020 ambitions, highlighting areas where additional resource / activity may be required.

## 2. GREATER MANCHESTER STRATEGY PERFORMANCE

- 2.1. The GM Outcomes Framework sits at the heart of the 2017 GMS and provides a set of headline measures and 2020 targets for each of the GMS priorities. These form the basis of the performance measures used in the dashboard for each the GMS priority areas.
- 2.2. The GMS Implementation Plan captures the activities to be delivered in support of achieving the 2020 GMS targets and ambitions. The Implementation Plan:
  - ) Is based around a small number of prioritised actions, and not a 'catch all' list of all the actions underway in a particular area;
  - ) Is focused on those actions which are 'transformational' in that, when delivered, they will significantly move GM towards achieving its ambitions;
  - ) Is focused on those actions which require the whole 'GM-system' to get behind to deliver the outcomes we are seeking; and
  - ) Sets out clear, measureable, milestones towards the completion of the actions to allow Members to determine whether we are on-track to achieve the action within the 2020 timescale.
- 2.3. The attached Implementation Plan update provides a progress update on the delivery milestones for the first six months of the plan (April – Sep 2018); updated milestones for delivery of the coming six months (to March 2019); the first six month update of the performance dashboard data; and a RAG rating based on current assessment and progress of our likelihood to deliver the agreed actions by 2020.



2.4. Views are sought on the entire plan, but the areas of particular interest to Planning, Housing & Environment committee are the activities captured under the following priorities:

- ) Priority 5: World class connectivity that keeps Greater Manchester moving
- ) Priority 6: Safe, decent and affordable housing; and
- ) Priority 7: A green city-region and a high quality leisure offer for all

### **3. RECOMMENDATIONS**

3.1. Recommendations appear at the front of this report.



# **CONSULTATION DRAFT**

## **Greater Manchester Strategy Implementation Plan and Performance Dashboard – October 2018 update**

The 2017 Greater Manchester Strategy (GMS) sets out a commitment to develop an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, the GMCA agreed a two year Implementation Plan with the inclusion of ambitions to be achieved by 2020, and delivery milestones for the first six months (to October 2018).

The GMS Performance Dashboard has been developed to sit alongside the Implementation Plan, to provide a better understanding of performance in the round. The performance dashboard metrics will help us to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes we are seeking to track.

This performance report provides an update of progress against the agreed delivery milestones under each GMS priority after the first six months delivery, and an assessment of GM's current likelihood to achieve the actions agreed to be delivered by 2020. The performance report combines the delivery update information with the performance dashboard update, to produce a single document demonstrating current progress, highlight any challenges, and to capture the actions to be delivered in the coming six months in support of achievement of GMS ambitions.

**Priority 1 (Children starting school ready to learn):**

- Performance against the agreed milestones has mainly gone well in the first six months delivery, and many of the actions to be achieved by 2020 are deemed to be on track, although successful delivery of many of these actions is reliant on extensive and diverse partnership working arrangements and delivery commitments across a range of GM agencies. The notable exception, given a red RAG rating, is the action to develop a single, consistent and high quality workforce development programme; corrective action is focusing on developing a comprehensive ask of government and local partners to deliver against the ambition.
- Most of the performance data demonstrate positive progress, but two of the headline indicators are lagging in terms of trajectory towards achieving the stated 2020 targets. Recent improvement in the quality of GM early years settings is a good sign, as it should underpin further progress against the headline 'good level of development' measure.

**Priority 1: Children starting school ready to learn**

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Apr-Sep 2018 Milestone	Apr-Sep 2018 Milestone Performance Update	New Milestone Oct 2018 – Mar 2019
1.1 Develop a single consistent and high quality workforce development programme and roll out to place-based teams and early years settings	Activity is currently off track, with limited ability of achieving 2020 target due to complexity & breadth of scope. Early work is now underway to develop comprehensive ask of Gov and local partners to deliver against this ambition.	Identified the skills, knowledge and competencies needed to deliver future early years services	Review of skills, knowledge and competencies against best practice pathways underway. Further detailed analysis to be completed across EYDM	<ul style="list-style-type: none"> <li>• Detailed analysis completed informing development of sustainable workforce strategy</li> <li>• Work undertaken with EYs training providers, ensuring EYs and childcare initial and post qualification training and development programmes include GM EYDM focus and use of assessment and intervention tools</li> <li>• Develop comprehensive ask of Gov and local partners for a single consistent high quality workforce development approach</li> </ul>
1.2 Develop and roll out a digital Early Years Record across GM	Activity is on track to achieve 2020 action, predicated on a significant funding ask being agreed by CA	Ensured that mobile devices are available for Health Visitors with relevant digital licenses across GM and secured investment for wider digital solution requirements	Mobile devices rolled out across 8 localities, 2 in progress. Investment case for wider digital solution requirements near completion. Localities identified for early adopter status of an early years digital solution.	<ul style="list-style-type: none"> <li>• Tender exercise for Early Years digital solution completed. Implementation of digital solution in early adopters sites commenced.</li> <li>• Project evaluation report shared with appropriate stakeholders with options for historic paper digitisation approach to be rolled out across GM. Delivery in 2 further districts underway.</li> </ul>
		Completed historic paper intelligence digitisation pilot in Oldham, evaluated and developed business case for wider roll out across GM	Good progress has been made and the evaluation is well underway for the historic digitisation pilot. This is due for completion end of October 2018 and the findings will be shared across GM.	
1.3 Deliver a programme of engagement with schools to support them to become leaders in early years	Delivery is dependent on factors not currently all within GMCA control, e.g. partner engagement and resourcing, information sharing (reliant on ICO)	Consulted with Head teachers and scoped a leadership role for schools within the GM early years model	Engagement and consultation with all GM maintained Nursery School head teachers on leadership role within the GM model.	<ul style="list-style-type: none"> <li>• Partnership model of System Leadership with Nursery Schools developed</li> </ul>
1.4 Develop and implement integrated support services for families with more complex needs	Activity is on track to achieve 2020 action	Reviewed best practice to inform the development and design of a new pathway for addressing complex needs	Best practice across GM reviewed and GM standards in development	<ul style="list-style-type: none"> <li>• GM standards for complex needs pathway agreed and aligned with broader transformation programme for Children's Services.</li> </ul>
1.5 Develop and roll out a consistent high quality antenatal care package across GM	Progress against 2020 action has been slower than originally envisaged due to the complexity of working across multiple partners and places	Reviewed and identified existing evidence based antenatal parenting classes to inform development of a new antenatal care package	Mapping of current antenatal provision in GM commenced. Evidence-based antenatal provision being piloted in Salford and evaluation to be carried out by University of Manchester.	<ul style="list-style-type: none"> <li>• GM antenatal care package designed and agreed</li> </ul>

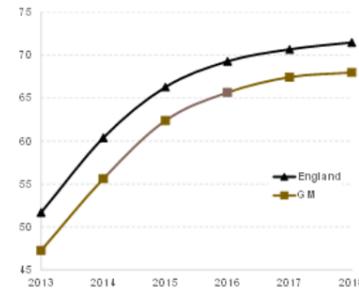
<p><b>1.6 Ensure access to high quality speech, language and communication support to all children who need it</b></p>	<p>Activity is on track to achieve 2020 action</p>	<p>Evaluated current approaches and provision to develop future options</p>	<p>Evidence-based pathway for speech, communication and language developed and being implemented across GM. Small innovation interventions being testing in some localities.</p>	<ul style="list-style-type: none"> <li>• Consistent implementation of WELcomm assessment tool across GM. Population behaviour change approach to influence parent behaviour piloted across GM in partnership with BBC and BIT.</li> </ul>
<p><b>1.7 Support all early years providers to be good or outstanding</b></p>	<p>Progress to date has been slower than anticipated, however a dedicated team is now progressing this work with the hope of achieving the 2020 target</p>	<p>Designed a new package of support for early years providers</p>	<p>Initial conversations with DfE and Ofsted to explore how a partnership model can be developed making better use of the intelligence held a LA level to inform Ofsted inspection priorities and the new provider registration.</p>	<ul style="list-style-type: none"> <li>• Worked with Ofsted to establish what it would take to reach 100% good or outstanding settings and scope package of support for early years providers.</li> </ul>

# Priority 1 - Children starting school ready to learn

## GMS targets

By 2020, we will meet or exceed the national average for the proportion of children reaching a 'good level of development' by the end of reception **A** ↑

**68.0%**  
of children in GM had reached a 'good level of development' by the end of reception, as of 2018  
**3.5 percentage points** below the national average  
**0.5 percentage points** higher than 2017

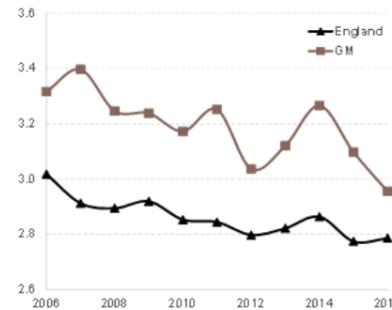


Proportion of children who are school ready at 5 years old (2018) and percentage point change on the previous year

Bolton	67.5	1.4
Bury	70.9	2.2
Manchester	66.9	0.7
Oldham	64.1	0.4
Rochdale	66.2	2.4
Salford	67.4	-0.2
Stockport	70.0	-1.6
Tameside	65.7	-0.3
Trafford	75.3	2.3
Wigan	68.6	-0.7
<b>GM</b>	<b>68.0</b>	<b>0.5</b>
England	71.5	0.8

By 2020, 70 fewer very small babies will be born every year, narrowing the gap with the projected national average for the number of low birth weight, at-term births **G** ↑

**3.0% (973)**  
of live births at term were low birth weight (<2500g) in 2016  
**0.1 percentage points** ahead of the expected target trajectory  
**0.1 percentage points (16)** fewer than 2015



Proportion of at term births that were low birth weight (<2500g) in 2016

Bolton	2.9
Bury	2.4
Manchester	3.3
Oldham	3.7
Rochdale	3.3
Salford	2.8
Stockport	2.0
Tameside	3.2
Trafford	2.2
Wigan	2.9
<b>GM</b>	<b>3.0</b>
England	2.8

By 2020, all early years settings will be rated 'good' or 'outstanding' by OFSTED, an increase from 90% in 2016 **A** ↑

**93.6%**  
of early years settings were rated as 'good' or 'outstanding' as of March 2018  
**0.3 percentage points** behind the expected target trajectory  
**2.0 percentage points** higher than March 2017

% of inspected providers rated as good or outstanding as of March 2018, and percentage point change since March 2017

Bolton	94.9%	0.6
Bury	96.1%	2.8
Manchester	87.8%	3.1
Oldham	94.2%	3.9
Rochdale	95.8%	4.0
Salford	91.7%	1.8
Stockport	95.7%	-0.7
Tameside	94.5%	3.8
Trafford	96.3%	1.5
Wigan	91.9%	1.0
<b>GM</b>	<b>93.6%</b>	<b>2.0</b>
England	94.2%	0.8

## Supporting indicators

As of Q1 2018/19, **11.9%** of GM mothers were known to be smokers at the time of delivery, down **0.5 percentage points** compared to the same quarter in the previous year

**1.5 percentage points** above the England average



The rate of dental extractions with decay as the primary diagnosis amongst GM 0-4 year olds was **33 per 10,000** in 2016-17, largely unchanged when compared to the previous year

**50% higher than the England average (22 per 10,000)**



## Context and challenges

- Greater Manchester has seen an improvement in school readiness from 47.3% in 2013 to 68.0% in 2018. However, although the gap with the national average narrowed from 4.4 percentage points in 2013 to 3.2 in 2017, it remains significant and has increased slightly over the last year (to 3.5 percentage points). There is considerable variance both across and within localities, and a strong correlation between lower levels of school readiness and deprivation. In order to meet or exceed the national average by 2020, collective effort across all GM districts will be required.
- Positive improvement has been seen across the majority of indicators reported, with a significantly higher proportion of early years settings rated 'good' or 'outstanding' by OFSTED, which should support further improvement in school readiness as these children move into compulsory education. However, GM still lags the national average on all measures, most particularly on smoking in pregnancy and children's oral health, both of which are priority areas under the GM Population Health Plan.
- Improved early years outcomes are a fundamental foundation for achieving our ambitions across the GMS priorities. We are producing a comprehensive school readiness plan to deliver the investment and implementation of reforms required to drive improvements in school readiness in every part of GM; as part of this plan, we are engaging with schools to support them to become leaders in early years, and developing a consistent workforce development programme for roll-out to place-based teams and early years settings.

## Priority 2 (Young people equipped for life)

- Progress against the 2020 actions under priority 2 are rated green or amber, indicating that they are either on track or progressing towards achieving the action but with some additional support or corrective actions needed.
- The performance indicators show a mixed picture. The proportion of 16-17 year olds who were NEET (not in employment, education and training) at the end of 2017 was slightly higher than the previous year, and significantly above the national average. Whilst progress at Key Stage 2 is positive, Key Stage 4 performance has worsened slightly. The latest data on Looked After Children have not yet been released, but are likely to show that numbers will have increased again, highlighting the need for early intervention and prevention.

### Priority 2: Young people equipped for life

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
2.1 Put in place a flexible yet consistent approach to the commissioning of Children's and Young People's services embedded across GM; ensuring more young people get the right support at the right time	Activity is currently slow due to the complexity of linking all commissioning services. Corrective actions and plans are in place to increase activity	Identified opportunities to improve young people's transitions into early adulthood through GM commissioning processes	Through the work of the Education & Employability Board and the Reform Board there is now more focus on how as GM partners we commission more smartly to ensure young people gain the right support. The Youth Combined Authority is working with health and care leavers to highlight the barriers that commissioning creates.	<ul style="list-style-type: none"> <li>Report progress on commissioning with health, particularly around mental health to Reform Board, and agree delivery of joint actions and next steps</li> </ul>
2.2 Develop and implement GM model for enabling school improvement, including raising attainment of English, maths and digital	Changes to GCSE recording has had an impact on results this year. There is a good amount of activity to support this priority.	Developed an outline proposal with schools and DCS' around a model to enable GM School Improvement model	Established an Education and Employability Board. Work has been focused around data analysis; combining analysis from local Children's Services with GMCA and Manchester University work on educational outcomes for specific groups. Early work in maths is being developed, as well as approaches to a GM model for school improvement.	<ul style="list-style-type: none"> <li>Education &amp; Employability Board activity to focus on improvements in schools</li> <li>Life Readiness strands to target support for less advantaged young people</li> <li>GM Careers Hub is working with 36 schools/colleges</li> <li>Continued focused activity on maths in schools and colleges, through work with GM Colleges Group and Education &amp; Employability Board</li> <li>Project co-ordinator recruited for digital skills programme and iDEA roll out.</li> <li>Roll out of iDEA across GMCA and support development of partner plans to promote within key target groups</li> </ul>
		Established an English and Maths Group to lead the development of a GM English & Maths Strategy within the GM Colleges Group	GMCA has commissioned work to support the talent pipeline in digital as well as teachers at a value of £600K which is out on the Chest now. Work underway with DfE to ensure projects that are providing support to Alternative Provision facilities are aligned with GM.	
		Began roll out the iDEA digital enterprise award programme to all secondary school students across GM	Stakeholder workshop held to promote iDEA and develop partner action plans. LAs are starting to roll out iDEA across their areas. Progress slower than expected due to lack of capacity, which will be rectified by end-2018.	
2.3 Develop and embed Curriculum for Life (CfL) from primary to post 16; that encompasses universal support and a more targeted offer for those that need it	Activity is on track to achieve 2020 action	Design and develop the CfL with a view to commissioning in early 2019, capturing views of young people, schools and partners	CfL designed in consultation with the Youth Combined Authority and is now at the implementation stage. Programme manager appointed to support with this work.	<ul style="list-style-type: none"> <li>Develop CfL implementation plan. Focus on development of good examples of experiences of the world of 'work'</li> </ul>
	Activity is on track to achieve 2020 action	Consulted and gone out to commission a Young Person's Career Portal, including a UCAS Style Application Process	Consultation completed and the Careers Portal is now at a draft specification point. A market engagement event will be held in October. Work is on track to implement the portal from September 2019.	<ul style="list-style-type: none"> <li>Market engagement and tender process for CfL.</li> <li>Continue to roll out Bridge GM until full capacity</li> <li>Year 1 of Bridge GM Careers Hub – 36 schools and colleges implement a robust Careers Programme meeting the Gatsby Benchmarks</li> </ul>
		Expanded roll out of BridgeGM	The number of schools/colleges working with GMCA is currently 125/230 and expected to be at least 180 by December 2018.	

2.4 Develop and implement a <b>Young Person's Careers Portal</b> and ensure that all young people have at least one high quality engagement with an employer to give clear line of sight to the employment opportunities that GM offers		Committed to resource sharing with JCP Support 4 Schools team	Worked with JCP and had joint meetings/training and shared objective.	
		Bid application was submitted to the Careers and Enterprise Company to pilot a Careers Hub	GM was successful in being one of twenty LEP areas to Pilot a Careers Hub. A Hub lead has been appointed and a launch held on 3 <sup>rd</sup> October. 36 schools and colleges are involved.	
2.5 Significantly improve GM's technical education offer, with high quality apprenticeships and T-level qualifications; working with the business and skills sector to ensure people gain the <b>skills, knowledge and experience that employers need</b>	Delays in DfE timetable puts this action at risk.	Scoped three initial occupational routes for T-level provision	GM is working with the Gatsby Foundation to develop a local area programme supporting GM colleges to deliver T levels. Three routes have been identified (digital, health/science and Engineering/Manufacturing).	<ul style="list-style-type: none"> <li>• GM Employment &amp; Skills Advisory Panel established with DfE &amp; DWP representation</li> <li>• Developed Industrial Placement Strand, through planned events.</li> <li>• Developed employer engagement strands and identified three T level champions from industry.</li> <li>• Knowledge &amp; understanding of technical and vocational pathways improved in schools, through the Careers Hub</li> <li>• Create at least 500 apprenticeship starts by Mar 2020, through launch and delivery of SME apprentice support package. Engagement with levy payers to understand issues, influence levy spend and identify transfer / pooling options</li> <li>• Action plan developed and delivered to promote apprenticeship opportunities in the public sector.</li> <li>• Began work with Institute for Apprenticeships to ensure standards meet needs of GM employers.</li> <li>• Employer engagement CPD programme launched, ensuring high quality, impartial advice to business.</li> <li>• Core entitlement developed allowing more Care Leavers apprenticeship access.</li> <li>• Targeted support commissioned for less advantaged young people across GM to increase their career opportunities and progression.</li> </ul>
		Developed a programme of engagement with employers to drive Apprenticeship take up	Work underway to develop a support package to increase the volume of apprenticeships within SMEs. Joint meetings with National Apprenticeship Service account manager and GM's large levy payers have begun to better understand their perspective and encourage levy investment within GM	
		Rolled out three Public Sector Flagship apprenticeship programmes	Ongoing conversations across the public sector to facilitate collaboration	
		Developed pilot models for flexible apprenticeships (e.g. part time roles)	Work in progress - now need to encourage public sector organisations to adopt the model.	
2.6 Design and deliver a <b>consistent offer for care leavers across GM</b>	Activity is on track to achieve 2020 action	Consistent offer scoped by a new Looked After Children / Care Leavers Board	GM Care Leavers Trust established to oversee this area of work and develop an agreed standard for GM's Care Leavers. Project Manager also appointed to drive this work forward.	<ul style="list-style-type: none"> <li>• Care leavers offer rolled out across GM</li> <li>• Independent evaluation completed. Final report and recommendations assessed by DCS'. Pending decision to proceed and funding agreement, a procurement exercise will take place in January 2019.</li> <li>• Final report and recommendations of LAC / care leavers offer assessed by Directors' of Children's Services.</li> </ul>
		Completed evaluation of Looked After Children analysis tool and prepared the case for wider roll out	Analyst workbench successfully launched as pilot in all localities. User survey completed to inform functionality. Independent evaluation of impact underway. Direct import of data from council being tested by MCC.	
		Work with DCS' to develop and implement a plan for more efficient and effective management of the LAC placement market	Enhanced offer of support for GM's LAC / care leavers is in development with partners from health, housing, transport, JCP.	



2.7 Embed <b>early intervention and preventative services in place based teams across GM</b>	Activity is on track to achieve 2020 action	Launched a GM Early Intervention & Prevention strategy	The GM Early Intervention & Prevention Strategy has been refreshed to bring it up to date with GM's wider reform ambitions. The Strategy has yet to be formally launched but its core principles have been promoted through other means to enable GM to move towards the ambition of embedding early intervention and prevention services in place-based teams.	<ul style="list-style-type: none"> <li>• Early Intervention &amp; Prevention Strategy revisited by GM Children's Programme, to establish ways of embedding core elements / principles within wider place based delivery model</li> <li>• GM NEET strategic action plan agreed</li> <li>• Data Visualisation pilot for complex families completed and evaluation produced.</li> <li>• Additional baselining with all GM Districts completed.</li> <li>• Pending approval to proceed and funding agreement, procurement to begin Jan 2019, with view to rolling out GM wide solution.</li> </ul>
		Develop a data-sharing protocol for identifying young people at-risk of NEET and the tracking of NEETs across LA boundaries across GM	This has not happened as a wider peer review took place across the 10 LAs and key priorities for an implementation plan were agreed. A programme Manager has recently been appointed to support this work and will lead actions to look at data sharing and other key priorities to support young people at risk of NEET or NEET and Not Known.	
		Completed the Data Visualisation pilot for complex families, evaluated, and prepared the case for wider roll out	Pilot due to be complete by December, delayed due to IG and legal capacity constraints in pilot areas. Data to be transferred to MCC in Oct. Review with systems supplier on future functionality and model underway.	
2.8 Develop a <b>targeted offer for young people who require the support of multiple services</b> , ensuring that all individuals are supported to achieve their potential, including those at risk of NEET, NEET and those hidden young people	The latest NEET data has not yet been published, but the milestones and indicators suggest more needs to be done to achieve the GMS target reduction	Initiated the development of a Further Education strategy for prevention / early intervention of mental health issues	<ol style="list-style-type: none"> <li>1. Good progress made on the Life Ready agenda at the Reform Board and with partners. Commitment has been made to focus initial activity on: Curriculum for life with a focus on Experience of the world of work; Care Leavers Guarantee; Life ready measurement.</li> <li>2. A schools mental health pilot has been commissioned to look at a rapid response model within schools.</li> <li>3. ESF NEET provision is doing well and a new contract will be commissioned through the ESFA for 2019.</li> <li>4. Digital Skills has been commissioned for a talent pipeline supporting young people to engage with digital and ensure teachers have a good understanding of the industry.</li> </ol>	<ul style="list-style-type: none"> <li>• BridgeGM extended to ensure reach to all GM schools &amp; colleges; with a view for targeted careers support for disadvantaged young people.</li> <li>• Education &amp; Employability Board focus on disadvantaged young people and approach to share best practice &amp; raise attainment in schools.</li> <li>• Deliver targeted support for flexible apprenticeships for learners with learning difficulties or disabilities.</li> <li>• Designed and developed Careers Portal, for UCAS style system across GM.</li> <li>• Continued joint working with JCP to develop Youth Obligation offer</li> <li>• Secure Big Lottery funding and suitable GM match funding to deliver developed target offer</li> <li>• Work with LAs to finalise a collaborative action plan as part of the GM NEET action plan development</li> </ul>
		Worked with JCP on a youth obligation offer across GM	Limited progress as there is no clear Youth Obligation at present with JCP.	
		Work with the VCSE sector around the 'hidden young people' research report to identify the need for a targeted offer	Targeted offer developed. Application made to Big Lottery for funding; stage 1 successful, stage 2 submitted. Suitable GM match funding identified (Youth Contract). Also supporting development of Career Portal to ensure it meets needs of this group.	

# Priority 2 – Young people equipped for life

## GMS targets

<p>By 2020, there will be <b>1,000 fewer looked after children</b> in GM, a reduction of more than 20% on 2016 levels</p> <p><b>A</b> ↓</p>	<p>By 2020, the proportion of <b>GM Key Stage 2 pupils</b> achieving the expected level of attainment in reading, writing and maths (RWM) will continue to meet or exceed the England average</p> <p><b>G</b> ↑</p>	<p>By 2020, we will meet or exceed the national average Attainment 8 score per pupil at the end of Key Stage 4, with all districts demonstrating significant progress in closing the attainment gap across their schools</p> <p><b>A</b> ↓</p>	<p>By 2020, the number of 16-17 year-olds who are <b>NEET (not in education, employment or training)</b> will be below the national average in all GM districts, as will the number whose activity is not known to the local authority</p> <p><b>R</b> ↓</p>	<p>By 2020, the number of <b>unemployed 16-19 year olds</b> will have fallen from 13,300 in 2016 to 12,000, a reduction of 10% over the period</p> <p><b>G</b> ↑</p>																																																																																																																																																																																																							
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## Supporting indicators

<p><b>24,372</b> bed days for children and young people aged under 18 in CAMHS tier 4 wards in the year to March 2018. This equates to 384 per 10,000 children &lt;18, up from 252 for the previous year, but below the England average for the year to March 2018 of 392</p> <p><b>G</b> ↓</p>	<p>The average Progress 8 score for GM Key Stage 4 pupils in 2017/18 was <b>-0.16*</b>, indicating that pupils made 0.16 of a grade less progress than the national all schools average</p> <p>This was lower than the average score of <b>-0.11</b> in 2016/17</p> <p>* Note: provisional data</p> <p><b>R</b> ↓</p>	<p><b>36.3%</b> of 10-11 year old children in GM were overweight or obese as of 2016/17, above the England average of 34.2%</p> <p>An increase of <b>0.5 percentage points</b> since 2015/16</p> <p><b>A</b> ↓</p>
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## Context and challenges

- A survey of Year 10 pupils in GM secondary schools is being rolled out, and will collect data on the proportion with 'hope and optimism' for the future. This indicator will be introduced to the dashboard when a full baseline is available, and the wider set of measures will be reviewed in light of developments under the GM life readiness workstream. This aims to support all young people to succeed, particularly in preparation for the transition from compulsory schooling to further educational, training and employment opportunities; the GM Youth Combined Authority is centrally involved, not least in development of a 'Curriculum for Life' from primary age to post-16.
- 2017/18 data on looked after children (LAC) are not yet available, but are likely to show GM numbers increasing for a second consecutive year, following the reduction seen over the 2014-16 period. Analysis will be undertaken when the data are published, including comparison with national trends, and understanding key drivers of change and the potential role played by unaccompanied asylum seeking children in inflating the figures. The GMS Implementation Plan includes a strong emphasis on early intervention and prevention, although it will take time before this will have a significant impact on LAC numbers.
- Educational performance is relatively strong at Key Stage 2. Key Stage 4 outcomes underperform the national average, although GM is in line with other core cities with the exception of London, where exceptional performance is driving the England average upwards. There is significant variance across and within GM districts.
- The proportion of 16-17 year olds who were NEET (not in education, employment or training) at the end of 2017 increased slightly compared to the previous year. Conversely, the proportion whose activity was 'not known' decreased significantly, although this may be due to local authorities no longer being required to track academic age 18-year-olds.
- The life readiness work should also pay dividends in supporting youth employment; despite significant recent improvement, around one in six 16-19 year olds in GM were unemployed in June 2018. Significant mental health investment will support achievement of GM's ambition that no child who needs mental health support will be turned away, and will include a new schools mental health pilot that will provide a rapid response model within schools.

### Priority 3 (Good jobs, with opportunities for people to progress and develop)

- The actions for this priority are broadly on course to be achieved by 2020, although there are two actions which are amber-rated actions as they have not progressed as initially envisaged.
- Performance indicators suggest that some of GM's ambitions will not be met without further intervention, particularly around apprenticeships where there has been a marked reduction in the number of starts. The downturn in apprenticeship numbers does, however, mirror the national data, and is driven by employer uncertainty over the introduction of the apprenticeship levy.

#### Priority 3: Good jobs, with opportunities for people to progress and develop

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
3.1 Ensure quality jobs, quality provision and career progression are embedded as core outcomes of all skills and work contracts	Activity is on track to achieve 2020 action	Implemented these outcomes in procurement and commissioning opportunities, such as Adult Education Budget (AEB) and European Social Fund (ESF)	AEB commissioning approach has been developed for consideration by the CA and progression to further learning/employment will be a key principle of adult skills provision, both for plan-led grant funding agreements and procured contracts for services.	<ul style="list-style-type: none"> <li>• Finalised funding rules, performance measures and contractual T&amp;Cs / grant funding agreements, ready for AEB contract award in Apr 2019.</li> <li>• GM-wide outcomes tracking tool / approach considered as part of impact measurement.</li> <li>• Undertaken early impact evaluation of using a Real Living Wage outcome for Work &amp; Health Programme</li> <li>• Work &amp; Health information governance support and arrangements finalised and implemented</li> </ul>
		Undertaken early impact evaluation of using a Real Living Wage outcome for Work & Health Programme	Data is currently of an insufficient maturity to meet the requirement of this milestone	
		Completed the Work & Health Early Help information governance arrangements	Complex Data Protection Impact Assessment completed taking into account legal powers, technical systems, access and security.	
3.2 Deliver a transformational digital skills programme	Activity is on track to achieve 2020 action	Commissioned and commenced delivery of the digital talent pipeline programme	ITT developed and agreed for digital talent pipeline. Procurement process went live on 7th September with contracts to be awarded in November.	<ul style="list-style-type: none"> <li>• Digital Talent pipeline programme contracts awarded (Nov 2018), programme delivery begins and launch event / school activity Jan 2019</li> <li>• Project co-ordinator recruited for digital skills programme and iDEA roll out.</li> <li>• Roll out of iDEA across GMCA and support development of partner plans to promote within key target groups</li> <li>• Held workshops with Districts to review findings and develop delivery model.</li> <li>• Began delivery of projects.</li> </ul>
		Rolled out of the Learn My Way open learning platform across GM	Stakeholder workshop held to promote iDEA and develop partner action plans. LAs are starting to roll out iDEA across their areas. Progress slower than expected due to lack of capacity, which will be rectified by end-2018.	
		Investigated a place based digital inclusion model	Engagement had with the majority of districts to identify existing digital inclusion activity, gaps and priorities. Slightly behind schedule in developing the model as the focus has been on the digital talent programme.	
3.3 Work with the business community to increase investment in workforce development and inclusive recruitment, including the roll out of the GM Employer Charter	Activity is on track to achieve 2020 action	Consulted on the scope of the GM Employer Charter and developed a draft Charter	Wide ranging and open consultation undertaken to gather views on good employment, structure of a charter and how it could work. From these responses a draft charter with a tiered structure has been co-designed and will be published for further public consultation in the Autumn.	<ul style="list-style-type: none"> <li>• Second public consultation delivered, to shape final Charter</li> <li>• Programme of disability confident events held across GM</li> <li>• Second public consultation of Good Employment Charter delivered, then further development of final Charter for approval and roll out.</li> <li>• Timewise proposal developed and This is Me programme rolled out.</li> </ul>
		Run a Working Well business event	In June 2018 WW & the Mayor hosted an employer event which engaged with c200 businesses in order to encourage meaningful work experience to unemployed GM residents and employment opportunities for WW participants	
		Explored proposals on how GM public services can lead by example	Employment Charter being developed through a co-design process with employers, employees and others. First consultation complete and second consultation on the Charter proposition to be launch shortly. GMCA and public services engaged with Timewise to determine options for improving inclusive recruitment & retention practices. This	

			is Me workplace mental wellbeing campaign launched in Manchester.	
3.4 Increase the scale, quality and accessibility of adult skills provision, including apprenticeships	Apprenticeship start numbers are currently falling. Good progress has been made on the devolution of AEB and also the drawing down of ESF to balance out the apprenticeship element of this priority.	Developed and gained sign off for provider agreements for AEB	AEB: Orders laid to effect the transfer of AEB functions from Secretary of State to GMCA. Commissioning principles have been agreed. Provider 1-1s scheduled with grant-funded providers to begin developing provider delivery plans. Data analysis and scenario modelling underway to inform funding policy decisions and shape performance management processes.	<ul style="list-style-type: none"> <li>Orders adopted into law and MoU finalised for AEB.</li> <li>AEB commissioning to be at advanced stage, ahead of contract award for procured providers.</li> <li>Agreed plans to commit remaining ESF allocation.</li> <li>Explored options to secure additional ESF through proposed Reserve Fund (by Summer 2019).</li> <li>Ensured GM allocation fully committed (by Sep 2019).</li> <li>AEB commissioned and new provision in place (Aug 19).</li> <li>Developed higher level digital skills proposal.</li> <li>Launched SME Apprenticeship programme.</li> <li>Increased collaboration on pan-GM apprenticeship programmes; agreed 25% transfer mechanism; held National Apprenticeship Week event celebrating public sector apprentices.</li> <li>Developed vision and implementation plan for HSC sector apprenticeships.</li> <li>Re-launched GM Apprentice Transport Offer.</li> </ul>
		Maximised the use of ESF allocation to provide increased opportunities	GM has opted-in to ESFA service offer which commits a further £37m of GM's ESF allocation. Contracts will run from April 2019 to July 2021 (with potential to extend to 2023 if performance targets met). This will bring GM's total ESF commitment to £110m of its current £146m allocation (75%). The ESF Managed Authority (DWP) wrote to all LEPs in September stating that allocations are likely to be uprated in line with a revised foreign exchange rate. For GM this would equate to an additional £16.8m meaning that c£53m remaining to be committed.	
		Progressed to Stage 2 of Institute of Technology process, subject to Stage 1 approval	IoT not successful but GMCA keen to build on the evidence and support from industry to ensure high level skills provision to support Industry 4.0. An apprenticeship action plan has been developed with good activity to support an increase in quality and volumes.	
		Worked with adult skills and apprenticeship providers to build capacity and capability, including older people	Discussions started with GM Ageing Hub to develop a focused campaign on 50+ apprenticeships. Engagement with GM Learning Provider Network-led Professional Exchanges to increase quality of delivery.	
3.5 Develop and implement a world class jobs and progression service with Jobcentre Plus	Current delivery is on track, however achievement of the 2020 action is reliant upon DWP support and adoption	Worked with DWP to explore potential of a GM in-work progression test and learn trial	A positive meeting has been held with DWP national policy leads, and some initial scoping work has taken place with the local JCP Partnership Manager with a small workshop with Work Coaches held in early Sept. DWP support for the trial agreed and a joint business case to be developed to secure funding.	<ul style="list-style-type: none"> <li>Business case, plan and evaluation approach developed and location(s) agreed for in-work progression test and learn trial</li> <li>Worked with Jobcentre Plus and partners to identify opportunities presented through UC roll out and migration to support clients into jobs and progress in work, and agreed focus of early activity for joint working</li> </ul>
		Worked with Jobcentre Plus and partners to develop a joint working proposal	Work and Skills Team attended JCP Senior Leadership Team meeting and held workshop with managers for ideas on priorities for joint working. However the continued roll out of Universal Credit (UC) across the region has changed the employment support and benefits landscape, and as JCP offices focus on the successful delivery of UC there will be a focus on groups who will be migrating to UC over next couple of years. JCP actively engaged and supportive of the in-work progression trial.	
3.6 Support people into and to progress in work through the Working Well system	Activity is currently on track to achieve 2020 action, however overall outcome is dependent upon sustaining sufficient	Supported 3,000 people into work through current Working Well programmes	By the end of August 2018 Working Well had supported 3,241 people into work.	<ul style="list-style-type: none"> <li>Continue to exceed job start targets for Working Well.</li> <li>Work with the provider and Jobcentre Plus to improve programme starts and re-profile the starts and earnings outcomes for W&amp;H programme</li> </ul>
		Engaged 2,500 people through the Work and Health programme	By the end of August 3,200 referrals had been made to the Work & Health Programme, but only 1,850 people had started provision.	

	referral volumes onto programmes	Commissioned an Early Help programme to support up to 14,000 struggling to maintain or secure work due to poor health or disability	The procurement process has nearly concluded and providers have been asked to submit final tenders. The programme is currently on track for the contract to be awarded in Nov 18.	<ul style="list-style-type: none"> <li>• Early Help programme implemented ready for the start date of early March 2019</li> <li>• Should funding be confirmed, commence the commissioning and procurement of a GM Specialist Employment Service for people with learning disabilities, people with severe mental illness and autistic people.</li> <li>• Develop pathways for embedding sport and physical activity between Local Delivery Pilots and Working Well</li> </ul>
		Explored an all-age GM programme to improve the employment prospects of people with learning difficulties	Joint GMCA and GM HSCP project underway to explore options for increasing the provision of Specialist Employment Service provision for people with learning disabilities, people with severe mental illness and autistic people. Stakeholder engagement underway with local authority and CCG commissioners to gain support for the project alongside exploring options for funding.	
		Developed an approach to embedding sport and physical activity into Working Well through GM Moving	Local Delivery Pilot priorities agreed for GM Moving, including employment. Engaging the GM Moving team and Districts to ensure links made to Working Well.	
3.7 Develop a GM approach to <b>managing welfare reform</b> that delivers job progression and addresses low pay	Activity is on track to achieve 2020 action, but future performance may be impacted by national welfare policy decisions and appetite for collaboration	Developed a standard suite of materials to communicate welfare reform plans	This is an action within the wider draft GM Welfare Reform Action Plan. It has been agreed that a GM approach should be taken to communication materials relating to the migration of existing benefits to UC, once timescales have been confirmed by DWP.	<ul style="list-style-type: none"> <li>• Subject to CA agreement, further development of Welfare Reform action plan and commence delivery</li> <li>• Finalise priorities in Welfare Reform action plan, subject to CA agreement, and agree process for management and updating of the plan.</li> <li>• Continued development of welfare reform dashboard as new data and intelligence becomes available.</li> <li>• Use in-work progression trial to understand how UC in-work allowances have and will affect the employment activities of claimants</li> <li>• Work with local providers of business start-up support to gather evidence of impact of UC self-employment rules, and agree actions for the GM Welfare Reform Action Plan</li> <li>• Evidence review of in-work allowances for UC claimants completed (Jan 2019), interim mapping of the evidence due Oct 2018.</li> <li>• Key lines of enquiry established to test new service offers and initial pilots agreed.</li> <li>• Work with CAB to agree a GM approach to Universal Support</li> </ul>
		Developed Welfare Reform dashboard and Network to demonstrate scale of impact and support planning	GM Welfare Reform and UC Working Group established. The group has been pivotal in developing a GM Welfare Reform Action Plan and will own some of the actions within. The GM Welfare Reform Dashboard has been developed and is updated quarterly. Other intelligence and evidence from frontline partners will add value to this and inform priorities and activity.	
		Considered a GM position to take with DWP to optimise the use of Personal Budgeting and Assisted Digital Support funding for Universal Credit (UC) claimants	Meeting held with Growth Hub to discuss impacts of UC self-employment rules. Further action on this was put on hold until government's response to the Work and Pension Committee's report was published (late August). The in-work progression trial planned (above) will help us to understand the journey and support needs for UC in-work claimants	
		Assessed impact of in-work allowances for UC claimants, in particular self-employment	Steering and Operational Groups established with GMCA, DWP, DfE, MHCLG, JCP and CfAB. 5 year test and learn programme agreed and funding secured from CfAB for initial evidence review phase. Evidence review commissioned in Sept.	

# Priority 3 – Good jobs, with opportunities for people to progress and develop

## GMS targets

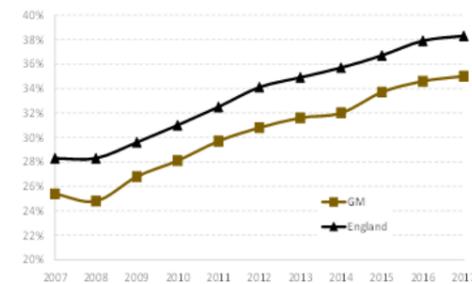
By 2020, **median resident earnings** (all employees) will exceed £23,000, up from £21,585 in 2016 **G** ↑

Median earnings of GM residents (all employees) were **£22,565** per annum in 2018. **1.5%** ahead of the target trajectory. **£1,733** below the England median of £24,298. **£536** higher than in 2017 (at current prices).

	2018 median wage	% change from 2017
Bolton	£20,647	0.1%
Bury	£25,370	6.7%
Manchester	£21,896	6.5%
Oldham	£20,281	-0.7%
Rochdale	£20,851	2.5%
Salford	£22,082	1.8%
Stockport	£25,073	3.4%
Tameside	£21,936	7.0%
Trafford	£28,167	7.6%
Wigan	£22,122	-0.3%
<b>GM</b>	<b>£22,565</b>	<b>2.4%</b>
England	£24,298	2.3%

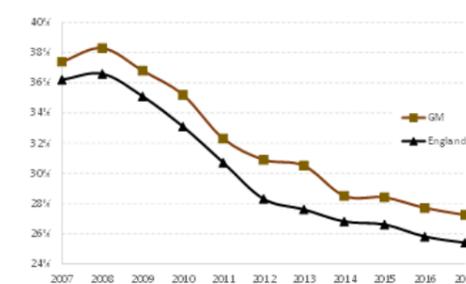
By 2020, there will be 70,000 more GM working-age residents with **Level 4+ (degree level or equivalent) qualifications**, an increase from 34.6% of the working-age population in 2016 to 38.3% **A** ↑

**35.0%** of GM working-age residents (620,000) had a Level 4+ qualification in 2017. **1.6% behind** the expected target trajectory. **0.4 percentage points** (9,000) above the 2016 position.



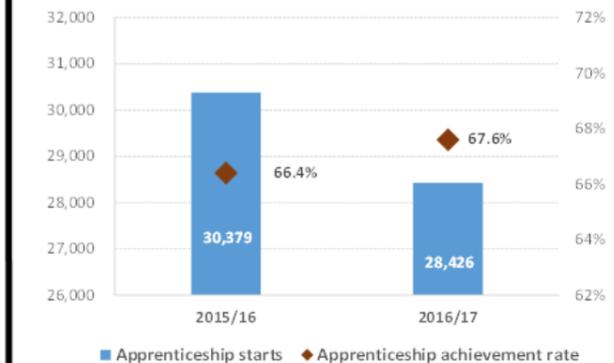
By 2020, there will be at least 50,000 fewer GM working-age residents with **qualifications below Level 2**, a reduction from 27.7% of the working-age population in 2016 to 24.6% **A** ↑

**27.2%** of GM working-age residents (480,000) had qualifications below Level 2 in 2017. **0.2% behind** the expected target trajectory. **A decrease of 0.5 percentage points** (7,000) since 2016.



By 2020, more than 40,000 GM residents per annum will **start an apprenticeship**, and the **achievement rate** for apprenticeship programmes will reach 75%. This compares to 30,379 apprenticeship starts in 2015/16, and an achievement rate of 66.4% **R** ↓ **A** ↑

There were **28,426** apprenticeship starts in 2016/17, **12.0% (3,900) behind** the expected target trajectory, and **down from 30,379** in 2015/16. The apprenticeship achievement rate in 2016/17 was **67.6%**, **0.5 percentage points behind** the expected target trajectory, but **up 1.2 percentage points** compared to 2015/16.



## Supporting indicators

**18.2%** of working age residents in GM had Level 3 as their highest level of qualification in 2017, **above the England average of 17.3%** and up from **18.0%** the previous year **G** ↑

**4.6%** of GM working-age residents were unemployed in the year to June 2018, **above the England average of 4.3%**, but down from **5.6%** for the previous year **A** ↑

**3.1%** of GM working-age residents (55,000) were claiming unemployment benefits\* in September 2018, **above the England average of 2.2%** and higher than the September 2017 rate of 2.6% **R** ↓

## Context and challenges

- Whilst GM skills levels have improved steadily since 2004, relative performance remains poor. There are identified skills gaps in several key sectors, including construction, digital and hospitality, along with some public service areas such as nursing. Policy is focused on reducing gaps and shortages, especially in 'technical' roles (Level 3 and 4).
- GM will assume responsibility for Adult Education Budget (AEB) commissioning in 2019, providing further opportunity to target development of the skills required by local employers and key sectors, and to reduce the currently significant proportion of 'second-chance' provision and lower-level skills. Over time, this will also be supported by further improvements in 'school readiness' and subsequent attainment in compulsory education.
- The downturn in apprenticeship starts is mirrored in the national data, and is driven by employer uncertainty over the introduction of the apprenticeship levy. An apprenticeship action plan has been developed to increase both quality and volumes, and includes an SME support programme, a public sector apprenticeship approach and a new digital talent pipeline. Dialogue with government as part of the GM Local Industrial Strategy will focus on designing a system to meet local needs and address growth ambitions.
- The ILO unemployment rate is at its lowest level for 15 years, although the roll-out of Universal Credit is inflating the claimant count as more people are required to look for work. By August 2018, Working Well had supported more than 3,200 people into employment, and the new Work and Health programme had received over 3,000 referrals. The GM Employer Charter is being co-designed with employers and employees, and will support achievement of GM's 'good work' ambitions.

#### Priority 4 (A thriving and productive economy in all parts of Greater Manchester)

- The majority of Implementation Plan actions and performance dashboard targets for this priority are thought to be on track to be achieved. Delays with the GMSF mean that the action to support growth in the regional centre, town centres and strategic employment sites is rated amber. The UK's decision to leave the EU could threaten achievement of ambitions to grow GM's trade and investment links with the rest of the world.
- GVA per job stands out as the headline dashboard measure where performance is weaker, reflecting GM's enduring productivity gap. Brexit could impact across the suite of indicators, threatening currently strong performance on employment, business growth and inward investment. The aggregate GM reporting also masks considerable variance across both localities and population groups, highlighting the importance of addressing the distributional aspects of growth across GM.

#### Priority 4: A thriving and productive economy in all parts of Greater Manchester

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
4.1 Provide support to GM businesses to enable them to be adaptable and resilient as the UK exits the EU – tackling issues of access to markets, access to labour and risk mitigation	Activity is on track to achieve 2020 action	Developed a draft GM Local Industrial Strategy	Joint progress statement to be released by GMCA and HMG by end-October. Business consultation launched on 15th October	<ul style="list-style-type: none"> <li>Launched GM Independent Prosperity Review findings.</li> <li>LIS published (Mar 2019).</li> <li>Completed development of sector strategies in consultation with industry and other sector experts. Strategies to form a core part of GM LIS.</li> </ul>
		Began development of sector strategies for high growth and high employment sectors including creative industries, advanced manufacturing and health innovation	Discussions underway to ensure strategies are a core part of LIS.	
4.2 Deliver an integrated approach to strengthening our international position (visitors, events, students, direct air connections), working via the Northern Powerhouse where it adds value	Activity is on track to achieve 2020 action, subject to Brexit impacts	Refreshed the implementation plan for the GM Internationalisation Strategy	Refreshed plan approved by GMCA at the end of Sept 2018	<ul style="list-style-type: none"> <li>Refine actions in GM Internationalisation Strategy where directly impacted by Brexit process outcomes</li> <li>Agreed final international peer to peer city plan, working with Growth Company and relevant partners</li> </ul>
		Develop an international peer to peer city region programme	The selection criteria to benchmark GM against other global cities have been developed. The criteria has been tested with European cities. Discussions have also begun with cities about how best to develop city to city collaborations.	
4.3 Grow our Trade with, and Investment from, the rest of the world by working with mid-sized companies to: identify projects early; develop direct access to overseas markets; bring buyers to GM; and put products/services on digital platforms	While agreed actions are currently on track, the uncertainty around the UK's exit from the EU suggests this indicator may be difficult to achieve by 2020.	Developed a GM Trade and Investment Plan informed by, and at the heart of, a Northern Powerhouse Trade and Investment Plan	Significant progress with GM Plan development working with Northern Powerhouse T & I Forum. Working with DIT to align with UK Trade & Investment Strategy Published in Aug 2018.	<ul style="list-style-type: none"> <li>GM Trade &amp; Investment Plan to be finalised and adopted in line with GM Internationalisation Strategy working with NP Partners and DIT</li> </ul>
4.4 Deliver GM Industrial Digitalisation pilot; and communicating and market a headline digital story	Delays in development and dissemination of headline digital story have impacted on progress towards achieving 2020 action.	Business case developed for the Industrial digitation pilot	Full business case for Made Smarter approved by Gov and GMCA. Delivery will be led by the Growth Company on behalf of NW LEPs.	<ul style="list-style-type: none"> <li>Commenced programme delivery for Made Smarter. Programme will run for 30 months with an evaluation at 18 months.</li> <li>Completed developed of digital story for resident &amp; business audiences and disseminate</li> <li>Planned, targeted and proactive communications of digital story to key audiences, using Digital Grid</li> </ul>
		Digital story scope and costs developed	Digital story developed for inward investment audience. Digital communications grid developed and in use for forward planning.	

4.5 Deliver a <b>Productivity and Inclusive Growth Programme</b> to support all parts of GM to realise growth opportunities	Activity is on track to achieve 2020 action	Commission and begin delivery of the Productivity and Inclusive Growth Programme	Three out of the four elements of the programme have started delivery and the Start-Up programme element will start delivery in Oct/Nov 18 as planned. The GC have submitted ERDF applications to fully realise the scale of the planned programme.	<ul style="list-style-type: none"> <li>Continued delivery of Productivity &amp; Inclusive Growth Programme, and monitoring of outputs.</li> <li>Full ERDF applications contracted by Mar 2019.</li> <li>Social Enterprise Summit held and strategy launched (Nov 2018)</li> </ul>
		Investigated potential for a Social Enterprise Summit	Agreed that summit to take place 15 Nov. Intention to launch Social Enterprise Strategy at summit.	
4.6 Develop a programme of enhanced support to companies to develop their <b>Leadership and Management</b> via business mentoring	Activity is on track to achieve 2020 action	Agreed the scope, scale and activities of a GM Business Mentorship programme	Complete- programme is up and running.	<ul style="list-style-type: none"> <li>60 new volunteer mentors added to GM bank, providing support to SME growth.</li> <li>120 mentees matched with mentors to support business growth.</li> <li>Made Smarter programme will also deliver leadership &amp; management development</li> </ul>
4.7 Invest in our <b>science and innovation assets</b> and drive commercial opportunities, particularly around health innovation, digital and advanced materials	Activity is on track to achieve 2020 action	Explored the need for a GM Innovation Board	GM Innovation Board established and met 24 Aug- agreed remit and key issues	<ul style="list-style-type: none"> <li>Innovation Board meeting 25 Oct to set priorities</li> <li>Subject to Strength in Places feasibility submission outcome; worked with partners to develop and submit full funding bid</li> <li>GM Data and Intelligence Strategy developed and agreed</li> <li>Refining of process and potential products and opportunities for GM with feed through to IPMC</li> </ul>
		Developed business cases for GM science assets to secure Industrial Strategy Challenge Funds	Submit a UoM led bid for Strength in Places (SiP) feasibility funding.	
		Developed the Innovation North Programme	Innovation North report & recommendations produced and presented to GM Innovation Board in July	
		Established a virtual GM Office of Data Analytics with an agreed focus by linking together critical, related capabilities	Draft structure proposed and function workshop completed with agreed approach, however progress slower than planned due to resource constraints.	
		Developed a streamlined process for an improved health and research innovation pipeline	Process developed and in place with evidenced triaging.	
4.8 Develop a <b>GM approach to public procurement and the use of public sector assets</b> to grow market opportunities	No progress has currently been made against development of Open Data Plan due to other priorities. Work will be undertaken in coming 6 months to put this action back on track.	Agreed the principles of the GM open data plan	Not progressed as other areas prioritised.	<ul style="list-style-type: none"> <li>Draft GM Open Data strategy developed</li> </ul>
		Mapped current social and economic impact of public procurement and assets and developed plan to increase this	Proposal for social innovation process developed with input from GM procurement hub and stakeholders. Successful engagement event for SME held.	
4.9 Support <b>growth in the regional centre, town centres, and strategic employment sites</b>	Delays in GMSF process have resulted in this action being off track.	Consulted on the GMSF	Strategy development ongoing following decision to consult on revised GMSF in autumn	<ul style="list-style-type: none"> <li>Consultation undertaken on revised draft GMSF</li> <li>Town Centre Challenge progress reported to GMCA, appropriate next steps identified</li> </ul>
		Completed the first round of Town Centre Challenge	Completed	

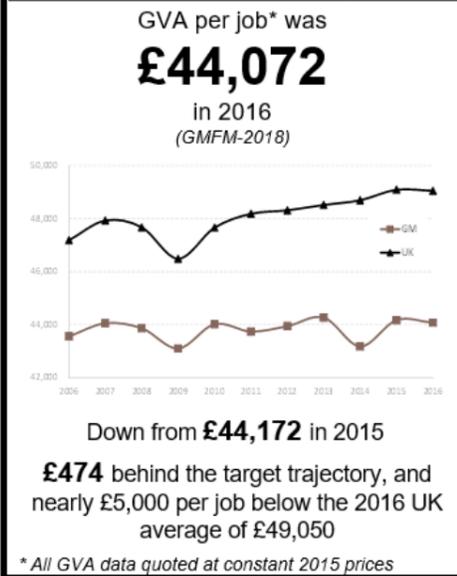


# Priority 4 – A thriving and productive economy in all parts of Greater Manchester

## GMS targets

By 2020, **GVA per job** will have increased by at least 6%, compared to the 2015 baseline\* **R**

*\* Note: the original target and baseline have been redefined due to methodological changes in GVA measurement, but the scale of the targeted increase remains unchanged*



By 2020, 60,000 more GM employees will be **earning above the Real Living Wage**, an increase from 75.6% of employee jobs in 2016 to 80% **G**

**78.2%** of employee jobs (>18) working in GM (880,000) were earning above the Real Living Wage\* in 2017

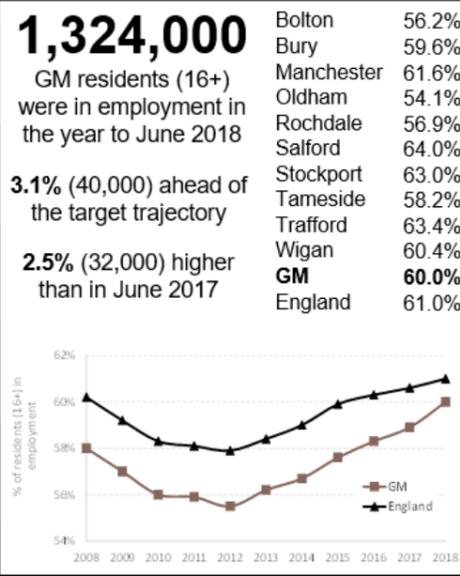
5.7% (50,000) ahead of the target trajectory

2.6 percentage points (60,000) higher than in 2016

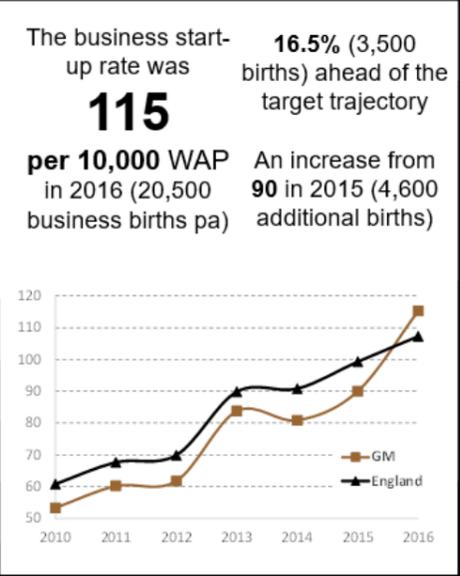
	2016	2017
Bolton	76.5%	75.5%
Bury	71.0%	74.1%
Manchester	82.0%	84.8%
Oldham	68.5%	70.7%
Rochdale	68.1%	71.3%
Salford	78.5%	84.1%
Stockport	75.1%	74.3%
Tameside	71.0%	74.3%
Trafford	72.7%	74.7%
Wigan	67.9%	71.1%
<b>GM</b>	<b>75.6%</b>	<b>78.2%</b>
England	76.8%	78.0%

*\* As defined by the Living Wage Foundation*

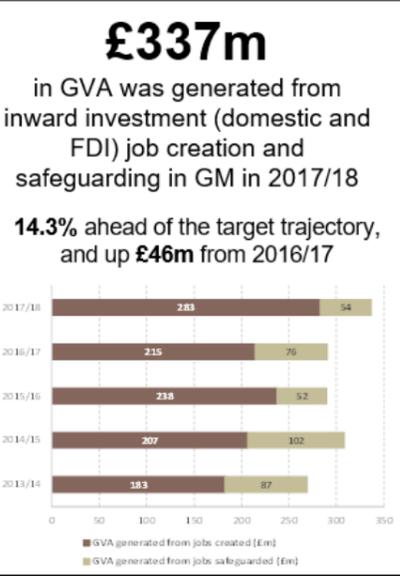
By 2020, 21,500 more **GM residents will be in employment**, relative to a 2016 baseline of 1,273,000 **G**



By 2020, there will be at least 5,000 more **business start-ups** pa compared to 2015 levels, an increase from 90 start-ups per 10,000 GM working-age residents to 117 or more **G**



By 2020, **GVA generated from inward investment job creation and safeguarding** will be £310m, up from £290m in 2016/17 **G**



## Supporting indicators

The employment rate for working age residents in GM from ethnic minority groups was **59.6%** in the year to June 2018, **below the England average of 65.5%**, but broadly comparable to the previous year (**59.8%**) **A**

The employment rate for working age residents in GM with a disability\* was **48.8%** in the year to June 2018, **below the England average of 53.7%**, up from **47.0%** in the previous year **A**

*\* Equality Act core or work-limiting disabled*

There were **631** enterprises per 10,000 working age residents in GM in 2016, **below the England average of 717**, up from **578** in 2015 **R**

## Context and challenges

- GMFM-2018 outputs show that productivity in GM declined slightly between 2015 and 2016, as it did for the UK as a whole. The GM productivity gap continues, with GVA per job in GM hovering consistently at around 90% of the UK average over the last decade. If GVA per head in GM were the same as the national average, GM's economy would be a fifth larger. GM's Local Industrial Strategy will take a deep-dive into productivity performance, and identify key policy levers that could enhance future growth.
- Good performance against the other GMS headline targets in part reflects the conservative nature of these targets, which were developed in 2017 and align with the cautious forecasts outlined in the 2017 Greater Manchester Forecasting Model (GMFM) in light of Brexit uncertainty. To date, the GM economy has proved more resilient than anticipated, although Brexit could have a significant dampening effect moving forward – government forecasts suggest that GDP in the North West will be between 2.5% and 12% lower over the next 15 years, depending on the nature of the trade deal we agree with the EU.
- New data for the Real Living Wage, business start-ups and business density (number of enterprises per 10,000 working-age residents) measures have not yet been released. Employment outcomes for the adult population are positive, and the June 2018 gap of 1.0 percentage points between the GM employment rate and the England average is the lowest for more than a decade. However, between June 2017 and June 2018 the employment rate decreased in 3 districts, and employment of disabled people and residents from ethnic minority groups is well below national rates, illustrating the need to address distributional variation in growth across GM. Growth in the regional centre, strategic employment sites and town centres will be driven by a range of activity including the Local Industrial Strategy, Productivity and Inclusive Growth programme, and the Town Centre Challenge.

### Priority 5 (World-class connectivity that keeps Greater Manchester moving)

- The Implementation Plan actions are either on track, or flagged as amber for achievement of the actions by 2020. The actions shown as amber are reliant on discussions with government regarding establishing a new GM Transport Fund, confirming a long term investment plan with TfN and government to establish GM at the heart of future HS2 and Northern Powerhouse Rail (NPR) networks, and improving performance of our transport networks.
- The performance indicators demonstrate a mixed picture, although good progress is highlighted against the targets for particulate matter (PM2.5) and median download speeds across fibre, mobile and wireless.

#### Priority 5: World-class connectivity that keeps Greater Manchester moving

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
5.1 Deliver <b>transformed digital infrastructure</b> across GM	Activity is on track to achieve 2020 action	Commissioned a full fibre network programme for GM	£23.8M secured for Full Fibre investment (LFFN)	<ul style="list-style-type: none"> <li>• Procured Local Authority and CCG Full Fibre Programme for GM</li> <li>• Agreed the approach to establishing free town centre WiFi in context of 5G and Full Fibre.</li> <li>• Prospectus completed in support of Full Fibre procurement process.</li> <li>• Market engagement framework to be prepared following unsuccessful Connected Cities bid.</li> <li>• Cyber Innovation Centre Operator Tender completed and opening date agreed.</li> <li>• GCHQ Engineering Accelerator Programme pilot companies cohort completed.</li> <li>• Cyber Foundry delivery in progress.</li> </ul>
		Agreed the approach to establishing free town centre WiFi	Focus has been on Full Fibre and 5G bid as means of taking forward this area.	
		Agreed the digital infrastructure prospectus to enable telecoms providers to invest more easily in the city region	Prospectus agreed and telecoms firms engaged through Full Fibre work.	
		Develop a business case for 5G Connected City investment in GM	Bid/business case prepared for 5G Gov't Urban Connected communities	
		Appointed the Operator for the Cyber Innovation Centre	The Centre is being constructed however tender process for appointment of Operator delayed 2,000 people attended CyberUK2018 in Manchester which included announcements of new GCHQ facilities in GM and GM Cyber Stand and promotional materials. GCHQ launched Engineering Accelerator Programme pilot in Manchester. £6m Cyber Foundry programme led by Manchester Met Uni with three other Universities announced.	
5.2 Establish a new <b>GM Transport Fund</b> , enabling Transport Strategy Delivery Plan informing and aligned with GM Spatial Framework	Work ongoing with Government. Achieving 2020 action will be challenging.	Progressed discussion with Government on future funding	Framework for "Devolved Cities Transport Funding" set out in National Infrastructure Commission (NIC) report. GM Budget submission proposes that GM acts as pilot for this model. GM has also agreed to work with NIC on model. Proposal also to form core component of GM Local Industrial Strategy and Spending Review proposition	<ul style="list-style-type: none"> <li>• Established clear working mechanism with HMT and DfT.</li> <li>• Continue to progress delivery of existing transport capital programme.</li> <li>• Consultation completed on investment priorities and published final Delivery Plan by March 2019.</li> </ul>
		Continued to deliver the programme of infrastructure investment and renewal (Trafford Park Line, Interchanges and wider transport capital programme)	Good progress on delivery of TfGM capital schemes, in line with schedule, including Trafford Park Line, Tameside (Ashton), Stockport and Wigan Interchanges (latter to be opened for services 28 October). Draft 2040 Delivery Plan prepared for consultation alongside GMSF, setting out future GM transport investment priorities.	
5.3 Confirm a <b>long term investment plan</b> with TfN and Government to establish GM at heart of future HS2 and Northern Powerhouse Rail (NPR) networks	Risks to delivery of 2020 actions related to progress overall with Government.	Completed TfN Strategic Outline Business Case for NPR	Draft Strategic Outline Business Case under review with TfN – will include options for Piccadilly HS2/NPR. Arup independent review of Piccadilly options underway.	<ul style="list-style-type: none"> <li>• Final NPR Strategic Outline Business Case by end 2018.</li> <li>• Completed Piccadilly solutions case making.</li> <li>• Completed agreement on key "red line" elements at Piccadilly (inc. Metrolink and Gateway House).</li> <li>• Progressed model for funding at Airport Station.</li> </ul>
		A forward programme agreed and underway for HS2 Growth Strategy	Forward programme not yet agreed in full – further meetings with DfT/MHCLG being scheduled. Metrolink relocation case review underway with DfT.	

			Further engagement with DfT/MHCLG on Gateway House case.	<ul style="list-style-type: none"> <li>Agreed initial development model for Growth Strategy with DfT/CLG.</li> </ul>
		Developed and submitted response to HS2 Ltd consultation on HS2 Phase 2B (Midlands – Manchester) expected Autumn 2018	Consultation expected later in autumn. Hybrid Bill delayed to Summer 2019.	
5.4 Progress closer integration of public transport network, primarily through the powers afforded by the bus reform legislation and phased implementation of Smart ticketing	Activity is on track to achieve 2020 action	Progressed the assessment of proposed bus franchising scheme as requested by the GMCA, and phased implementation of Smart ticketing on Metrolink	<p>Work to secure operator information, to inform a robust Assessment continues, in order to finalise an Assessment, as requested by GMCA.</p> <p>Agreement by GMCA in July to move toward a zonal fare system for implementation on Metrolink in early 2019.</p>	<ul style="list-style-type: none"> <li>Finalise the Assessment and seek approval by GMCA to have the Assessment ‘audited’ in accordance with the Bus Services Act and guidance</li> <li>Ensured effective rollout of Metrolink zonal fares.</li> </ul>
5.5 Have commenced a significant investment and reform programme for cycling and walking, aligned with Made to Move and Streets for All approach, to deliver increases in cycling and walking levels	Activity is on track to achieve 2020 action	Established the first tranche of funding, the governance and approach to deliver the priorities and objectives within the GM Cycling and a Walking Commissioner’s Made to Move Strategy	21 schemes approved by GMCA in two tranches to date for Programme Entry, with at least one scheme in every District.	<ul style="list-style-type: none"> <li>Further schemes progressed through Programme Entry and on the ground.</li> <li>Bike Hire solution progressed.</li> </ul>
5.6 Improve performance of transport networks, including through Mayor’s Transport Board and delivery of Congestion Plan	Current poor performance of transport network	<p>Established the Mayor’s Transport Board to oversee and drive continuous service and infrastructure improvement</p> <p>Congestion Plan launched and measures being implemented</p> <p>Progressed delivery of the new Manchester Airport terminal and ground transport plan</p>	<p>Mayor’s Transport Board meetings (March, July, October) now well established, providing opportunity to bring together all key transport players in terms of infrastructure and service. Initial primary focus on rail improvements.</p> <p>Implementation of measures ongoing, including: Control Room operating 24/7; additional camera installations being progressed to support corridor management; Sustainable Journeys team established, working with businesses; A6MARR – works to be completed by the end of the summer 2018; Contract for 27 new trams signed June 2018, to be introduced early 2020.</p> <p>April 2018: Tenders issued for food and beverage outlets May 2018: First Aircraft Stand handed back and in operation June 2018: Work commenced on new airfield layout – Taxiway Echo June 2018: T2 Baggage Hall enabling works commenced; Two additional aircraft stands created on the new PQC August 2018: Celebrated one year on site and the recruitment of 80 apprentices; 1,200 working on Site and 300m spend</p>	<ul style="list-style-type: none"> <li>Focus on performance of all modes of transport through effective joint working</li> <li>Further measures rolled out from GM Congestion Plan</li> <li>Manchester Airport : <ul style="list-style-type: none"> <li>October 2018: Steelwork on new terminal Complete; Construction of the new baggage hall commences;</li> <li>Work begins on the new West pier Gate control point</li> <li>November 2018: Operational readiness activation and transition commences on Pier 1, the airfield and multi-storey car park</li> <li>April 2019: Pier 1, aircraft stands and multi-storey carpark open to the public</li> </ul> </li> </ul>
5.7 Continue to reduce harmful emissions from transport sector	Further work underway to ensure that GM Clean Air Plan can achieve target 2020 performance	Continued the implementation of measures from GM Low Emission Strategy, Air Quality Action Plan and Congestion Plan; progressing development of GM Clean Air Plan	Outline Business Case for measures being developed by Districts and TfGM to reduce nitrogen dioxide exceedances to within legal limits in the shortest possible time (part of the GM Clean Air Plan) submitted to Joint Air Quality Unit in spring 2018. Report to GMCA 26 October on GM Clean Air Plan: Update on Local Air Quality Modelling	<ul style="list-style-type: none"> <li>Outline Business Case for GM Clean Air Plan to be submitted to Government end December 2018/January 2019.</li> <li>Launched public awareness campaign 24 October 2018.</li> </ul>

# Priority 5 – World-class connectivity that keeps Greater Manchester moving

## GMS targets

<p>By 2020, the proportion of journeys to work by <b>modes other than the car</b> will have reached 32%, up from 29% in 2015</p> <p><b>A</b> ↔</p>	<p>By 2020, 90% of journeys by road during the morning peak period <b>will be completed within the typical journey time</b>, up from 88.5% in March 2017</p> <p><b>A</b> ↓</p>	<p>By 2020, <b>annual average roadside NO<sub>2</sub> concentrations</b> across the GM monitoring network will be below 30ug per m<sup>3</sup>, down from 39ug per m<sup>3</sup> in 2016</p> <p>By 2020, no GM monitoring sites will exceed 10ug per m<sup>3</sup> for <b>PM2.5</b>, down from 75% (3 out of 4 sites) exceeding in 2016</p> <p><b>A</b> ↑ <b>G</b> ↑</p>	<p>By 2020, the <b>median download speed*</b> across fibre, cable, mobile and wireless will exceed 44 Mbps, compared to a 2016 baseline of 23 Mbps</p> <p><b>G</b> ↑</p> <p><small>*Now refers to the median as opposed to the mean</small></p>																																							
<p><b>29%</b> of people used modes of transport other than the <b>car to travel to work</b> in 2016</p> <p>0.6 percentage points behind the target position</p> <p>Unchanged from 2015</p>	<p><b>88.4%</b> of GM highway network journeys were completed within the "typical journey time" in Q1 2018/19</p> <p>0.6 percentage points below the target position</p> <p>A decrease of 0.7 percentage points on the same quarter in the previous year</p>	<p><b>37.6</b> ug per m<sup>3</sup> annual average roadside NO<sub>2</sub> concentrations across the GM monitoring network in 2017</p> <p>0.8 ug per m<sup>3</sup> above the target position</p> <p>Reduction of 1.2 ug per m<sup>3</sup> from 2016</p> <p><b>40%</b> of GM monitoring sites (2 out of 5)* exceeded 10ug per m<sup>3</sup> for PM2.5 in 2017</p> <p>16 percentage points lower than the target trajectory</p> <p>35 percentage points lower than in 2016</p> <p><small>*Monitoring sites increased to 5 in 2017</small></p>	<p><b>32.8 Mbps</b> median download speed as of 2017</p> <p>4.3 Mbps above the target trajectory</p> <p>9.5 Mbps higher than in 2016</p> <p>Median download speed by local authority (Mbps) as of 2017 and Mbps change from 2016</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>2017 (Mbps)</th> <th>2016 (Mbps)</th> </tr> </thead> <tbody> <tr><td>Bolton</td><td>40.0</td><td>16.7</td></tr> <tr><td>Bury</td><td>25.0</td><td>6.8</td></tr> <tr><td>Manchester</td><td>20.8</td><td>4.3</td></tr> <tr><td>Oldham</td><td>40.0</td><td>12.6</td></tr> <tr><td>Rochdale</td><td>35.4</td><td>15.6</td></tr> <tr><td>Salford</td><td>31.4</td><td>11.3</td></tr> <tr><td>Stockport</td><td>40.0</td><td>5.1</td></tr> <tr><td>Tameside</td><td>23.2</td><td>5.3</td></tr> <tr><td>Trafford</td><td>40.0</td><td>13.1</td></tr> <tr><td>Wigan</td><td>40.0</td><td>10.0</td></tr> <tr><td><b>GM</b></td><td><b>32.8</b></td><td><b>9.5</b></td></tr> <tr><td>England</td><td>30.9</td><td>7.9</td></tr> </tbody> </table>	Local Authority	2017 (Mbps)	2016 (Mbps)	Bolton	40.0	16.7	Bury	25.0	6.8	Manchester	20.8	4.3	Oldham	40.0	12.6	Rochdale	35.4	15.6	Salford	31.4	11.3	Stockport	40.0	5.1	Tameside	23.2	5.3	Trafford	40.0	13.1	Wigan	40.0	10.0	<b>GM</b>	<b>32.8</b>	<b>9.5</b>	England	30.9	7.9
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[ RAG ratings for the transport indicators below are based on a comparison to the previous year's performance ]

## Supporting indicators

<p><b>38.7%</b> of all GM journeys were made by walking, cycling or public transport between 2015-17</p> <p>0.5 percentage points lower than 2014-16</p> <p><b>A</b> ↓</p>	<p><b>82.1%</b> of GM residents had Level 4 or above accessibility to the public transport network at peak times, as of May 2018</p> <p>A decrease of 2.6 percentage points on February 2017</p> <p><b>A</b> ↓</p>	<p><b>55.4%</b> of short journeys (under 2km) in GM were completed by walking or by cycling in 2015-17</p> <p>A decrease of 0.9 percentage points since 2014-16</p> <p><b>A</b> ↓</p>	<p><b>77.9%</b> of GM residents had all five basic digital skills in November 2016</p> <p>An increase of 2 percentage points since November 2014</p> <p>1 percentage point below the UK average</p> <p><b>A</b> ↑</p>
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## Context and challenges

- The majority of measures have been updated for this version of the Performance Report, with the exception of the proportion of people using modes of transport other than the car to travel to work, and the proportion of GM residents that had all five basic digital skills. The updated transport data confirm the need for GM's current focus on active travel, with slight reductions in the proportion of journeys made by walking, cycling or public transport, and in short journeys completed by walking or cycling; conversely, congestion on GM's roads has edged up slightly. In response, a significant investment programme for cycling and walking is being put in place, driven by the GM Cycling and Walking Commissioner's *Made to Move* strategy, and incorporating the Mayor's Cycling and Walking Challenge Fund and development of the cycling and walking network. Implementation of measures under the GM Congestion Plan are ongoing, and significant capital investment is supporting new and renewed transport infrastructure. Plans for bus reform and smart ticketing on Metrolink are progressing and will support development of a more integrated network and better-connected city region.
- Tackling poor air quality is a key GM priority. GM local authorities are working with TfGM to develop a Clean Air Plan, which will accelerate activity already being taken forward under the GM Low Emission Strategy, Air Quality Action Plan and Congestion Plan.
- GM has secured £23.8m investment to fund full-fibre connectivity to businesses and homes across GM – this is critical to establishing the kind of data-intensive activities that are necessary for a truly world-leading digital city-region, and is one of the key priorities of the GM Digital Strategy. The Strategy also focuses on digital inclusion, and work is ongoing to develop an all-age, place-based digital inclusion programme.

## Priority 6 (Safe, decent and affordable housing)

- There have been delays in progressing actions related to delivering the housing needs of residents, particularly due to delays in establishing the GM Place team and GMSF. Good progress has however been made against the homelessness and rough sleeping actions under this priority, with these 2020 actions on track.
- Updated data are not yet available on either of the two headline Performance Report measures, but the latest reported data indicate that GM is on track to deliver against its net additional homes target. Conversely, while we are thought to be on course to deliver the Implementation Plan actions on homelessness and rough sleeping by 2020, the latest (2017) data show that performance against the target to end rough sleeping by 2020 is lagging significantly.

### Priority 6: Safe, decent and affordable housing

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
6.1 Identify viable sites for housing in sustainable locations focussing on the existing urban area, town centres and public land	Delays in GM Place Team impacting on ability to meet 2020 action.  Further issues and delays on the Housing Package may result in a further decline in performance against these targets in the future.  Activity related to the Land & Infrastructure Commission will continue despite delays in the GM Housing Package	GM Team established and developing the viable pipeline of housing land	Progress on establishing GM Place team delayed due to ongoing negotiations with Government on the Delivery Plan for the Housing Package. Planning Delivery Fund to provide additional interim capacity in the form of a Head of GM Place team and development lead officer.	<ul style="list-style-type: none"> <li>• GM Team established and developing the viable pipeline of housing land and schemes</li> <li>• GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package</li> </ul>
		GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package	GM Land and Infrastructure Commission to be established once the Delivery Plan for the GM Housing Package has been agreed with Government	
6.2 Meet the needs of GM residents by developing a full range of homes including social, affordable and supported housing and ensure that appropriate supporting infrastructure is in place	Delays in GMSF impacting on ability to meet 2020 action.	Programme of work around One Public Estate developed	Projects progressing include integrated service hubs, locality asset reviews and town centre regeneration schemes, which are estimated to release 68Ha of land to deliver 4,600 houses. Approximately 3Ha of land has been released to date.	<ul style="list-style-type: none"> <li>• Continued development and expansion of GM OPE programme, including OPE phase 7 submission (Nov 2018)</li> <li>• Consultation undertaken on revised draft GMSF</li> </ul>
		Consulted on the revised GMSF	Strategy development ongoing following decision to consult on revised GMSF in autumn	
6.3 Agree and implement GM approach to drive up the quality of our private rented sector housing	Activity is on track to achieve 2020 actions	Developed a collective strategy with key stakeholders to improve the private rented sector	Private rented sector stakeholder event held in July 2018. Report from event prepared and being approved internally, including agreed actions to take forward to help improve the sector	<ul style="list-style-type: none"> <li>• Established a GM Private Rented Sector Partnership to help deliver commitments listed in the PRS event report.</li> <li>• Appointed a PRS officer to lead this work</li> </ul>
6.4 Have a coordinated, consistent, effective GM-wide response to end the need for rough sleeping	Activity is on track to achieve 2020 actions, however there is recognition that this is a challenging ambition	Developed and agreed 3 year GM-wide strategic response to rough sleeping	3-year strategy approved by Homelessness Action Network	<ul style="list-style-type: none"> <li>• Refined and monitored actions in the strategy and developed a proposal for future direction of the Homelessness Action Network.</li> <li>• Contract monitor the delivery of the Social Impact Bond and ensure outcome targets achieved.</li> <li>• Confirmed details of winter planning and 'A Bed Every Night' arrangements. Monitor impact and progress through the winter; compile performance data including numbers, outcomes, location, support needs and equalities data.</li> <li>• Procurement of Housing First commenced in Oct, contract awarding due Dec, delivery starts Feb 2019</li> </ul>
		Completed social impact bond referral process	Social Impact Bond referral process completed and cohort identified.	
		Winter arrangements confirmed	Winter planning process started and in-principle agreement on 'A Bed Every Night' confirmed.	
		Housing First procurement concluded	Detailed ITT has been co-designed by people with lived experience. MoU received from MHCLG late Sept. GMCA approved permission to tender 29th Sept.	

6.5 Have a coordinated, consistent, effective GM-wide response to <b>prevent people from becoming homeless</b>	Activity is on track to achieve 2020 action	Effectively implemented the Homelessness Reduction Act across GM and increased the level of homelessness prevention	Act implemented across GM with common ICT system and initial training programme commissioned by GMCA	<ul style="list-style-type: none"> <li>• Undertaken 6-month review of impact of the Homelessness Reduction Act; 12 month review due Mar 2019</li> <li>• Completed Prison Discharge Protocol.</li> <li>• Common approach to Duty to Refer agreed.</li> <li>• Developed further protocols to address needs of care-leavers, including cross-boundary working arrangements.</li> <li>• Embedded key prevention activities into practice.</li> <li>• Conducted review of cross-boundary working and placements.</li> <li>• Information governance support and arrangements finalised and implemented.</li> </ul>
		Developed pathways for key groups including young people, to prevent homelessness	Hospital Discharge Protocol agreed and signed off in each borough.	
		Embedded the key elements of the GM Homelessness Strategy into practice	Progress on embedding practice in the context of the Homelessness Reduction Act. However, the significant changes to process and policy arising from the Act have taken priority.	
		Have established information governance arrangements that enable appropriate sharing of information to reduce homelessness across GM	IG support successfully provided to all strands of the homelessness agenda.	
6.6 Develop and implement a <b>GM Strategic Infrastructure Strategy/Plan</b>	Activity is on track to achieve 2020 action	Scoping work for the GM Infrastructure Strategy/Plan complete	Completed, draft infrastructure framework anticipated by end September	<ul style="list-style-type: none"> <li>• Decision on need for full infrastructure strategy by Dec 2018, and appropriate next steps agreed</li> <li>• CITB roundtable held with construction and housing firms to utilise levy</li> </ul>
		Explore opportunities for use of Apprenticeship Levy to ensure supply of construction skills to deliver housing growth and infrastructure	Engaged with CITB and GM Chamber on the skills pipeline to understand need and scope. Engaged with NAS to identify large employers.	

# Priority 6 – Safe, decent and affordable housing

## GMS targets

By 2020, more than 10,000 **net additional dwellings** will be built per annum, up from 6,190 in 2015/16

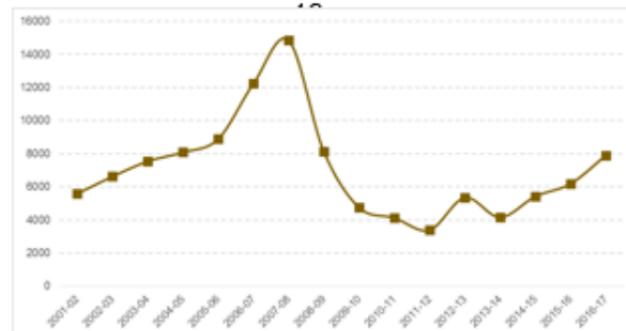


End **rough sleeping** by 2020, from an estimated 189 rough sleepers in 2016



**7,892** net new additional dwellings in GM in 2016/17  
**940** dwellings ahead of the target trajectory

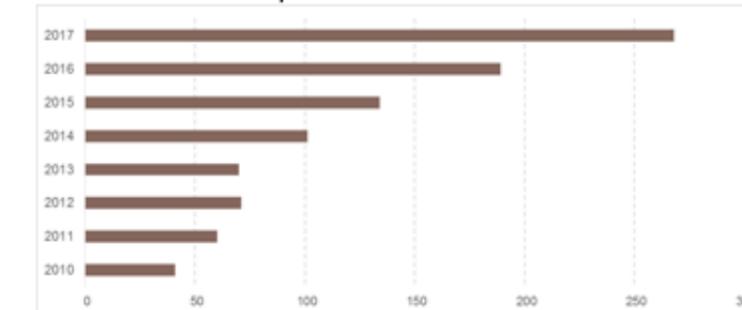
A further 1,706 **new dwellings** compared to 2015-



Number of net additional dwellings, 2016/17, and change compared to 2015/16

District	2016/17	Change vs 2015/16
Bolton	437	-7%
Bury	368	3%
Manchester	1,792	3%
Oldham	326	6%
Rochdale	315	7%
Salford	2,482	1,384
Stockport	660	33%
Tameside	365	-22%
Trafford	330	-3%
Wigan	817	17%
<b>GM</b>	<b>7,892</b>	<b>1,706</b>
England	217,345	27,700

An estimated **268** rough sleepers in GM in 2017, or 0.23 per 1,000 households  
 Above the England average of 0.20 per 1,000 households, with individual districts (particularly Manchester and Salford) significantly above



Rate per 1,000 households

Bolton	0.14
Bury	0.12
Manchester	0.42
Oldham	0.02
Rochdale	0.09
Salford	0.44
Stockport	0.08
Tameside	0.44
Trafford	0.05
Wigan	0.21
<b>GM</b>	<b>0.23</b>
England	0.20

## Supporting indicators

In December 2017, the ratio of lower quartile house prices to median incomes in GM was **4.3**, compared to the England average of 5.2

Affordability in GM declined slightly compared to 2016, when the ratio was 4.1



In 2016/17, **0.9%** of GM housing stock (10,827 properties) had been empty for over 6 months, compared to **0.86%** for England as a whole

A decrease of **323 properties** since 2015/16



In Q1 2018, positive action was successful in preventing or relieving homelessness in **4,871** cases, a rate of **4.1** per 1,000 households, compared to **2.4** for England as a whole

Up on the previous year by **116 cases**



In March 2018, there were **238,600** people in receipt of housing benefit or households in receipt of the housing element of Universal Credit, a rate of **85** per 1,000 of the population, compared to **71** nationally.

The gap between GM and the national average closed by 9% when compared to March 2017



In 2016, **93.5%** of GM residents stated that they "liked the neighbourhood" they live in, compared to **94.9%** nationally, an increase of **1.0 percentage point** from 2013



(This indicator is drawn from responses to Understanding Society, the UK Household Longitudinal Survey. This indicator may be modified to gather more timely data using responses to the Housing Survey.)

## Context and challenges

- The majority of measures that have been updated for this version of the Performance Report show positive progress, including a reduction in the proportion of empty properties, closing of the gap with the national average for the number of people claiming housing benefit (albeit that a significant gap remains), and an increase in the proportion of residents stating that they 'liked the neighbourhood' where they lived.
- Consultation on the revised Greater Manchester Spatial Framework (GMSF) will take place in autumn 2018, with the aim of ensuring that we have the right land available in the right places to deliver the homes and jobs needed by the city-region up to 2035. The headline measure on net additional dwellings has not updated for this Performance Report, but the significant increase between 2015/16 and 2016/17 indicated that we were on track towards the target of delivering more than 10,000 new homes by 2020.
- The rough sleepers data (which have also not yet updated) are not particularly robust, and local intelligence suggests that there may be as many as 500 rough sleepers across GM, around double the official count. A three-year strategy to end rough sleeping and reduce homelessness has been agreed, driven by the GM Homelessness Action Network, and our rough sleeping social impact bond had resettled 112 rough sleepers by August 2018. Winter planning is a key focus, and it is imperative to ensure that sufficient cold weather provision is in place across GM so we can provide accommodation for those who need it. Homelessness prevention activity includes the development of pathways for key groups, including young people, ex-offenders and people with mental health needs. Work is also ongoing to improve our intelligence on rough sleeping and homelessness – more robust and timely data is necessary to track the amount of available accommodation and understand how this relates to the number of rough sleepers at a particular point in time.

### Priority 7 (A green city-region and a high quality culture and leisure offer for all)

- GM appears to be on track to meet most of its Implementation Plan milestones and performance targets under this priority. Actions currently rated as amber, are reflective of the scale of the work required in order to achieve the 2020 action.
- However, we perform significantly below the national average on local renewable energy production, and the action to accelerate deployment of energy generation / efficiency technologies is flagged as amber.

#### Priority 7: A green city-region and a high quality culture and leisure offer for all

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
7.1 Have co-produced a pathway for the next five years setting out actions to achieve an accelerated date for <b>carbon neutrality</b>	Activity is on track to achieve 2020 action, once complete GM will have the first city-region level science based target and pathway	Published a new Carbon reduction Pathway for GM based on the feedback from the Green Summit.	Greater Manchester's Springboard to a Green City Region published July 2018.	<ul style="list-style-type: none"> <li>• Produced 5 year Environment Plan</li> <li>• Engagement workshops to support the plan held</li> <li>• Second Green Summit held (Mar 2019)</li> </ul>
		Planned a second green summit for 2019	Date confirmed (25/03/19) and The Lowry booked.	
7.2 Accelerate deployment of <b>energy generation/efficiency technologies</b>	GM has less than 50% of the UK average renewable energy installed, which outlines the challenge and the opportunity	Explored the creation of a GM Energy Company	Discussion paper developed	<ul style="list-style-type: none"> <li>• Agreement on approach to creation of possible GM Energy Company</li> <li>• Launched GM Start Energy Plan</li> <li>• Bids for Energy Transition Region will be resubmitted to other funds</li> <li>• Electricity NW Ltd future forecasts to meet future energy demand released</li> <li>• Research with ARUP to investigate the use of Derelict Underused and Neglected land for energy generation and storage completed</li> <li>• Business Growth Hub submit bids to continue their resource efficiency, eco-innovation and low carbon sector support offers for the next 3 years</li> </ul>
		Developed a GM Smart Energy Plan, as part of a wider GM Energy Path Network	Drafting Plan on track	
		Considered an Energy Transition Region and Local Energy Market to pilot the mass uptake of smart energy generation systems	Two Industrial Strategy Challenge Fund design bids submitted July. One successful (local energy market) to be completed by Summer 2019.	
		Assessed how more future energy demand can be met from smart, local renewable sources via a workstream led by Electricity Northwest	ENWL revised forecasts in progress. Commenced research on Derelict, Underused and Neglected Land	
7.3 Develop mechanisms to <b>encourage the retrofit</b> of public, commercial and domestic buildings	Activity is on track to achieve 2020 action	Initiated a workstream, led by the UK Green Buildings Council, to assess how our current building stock can be affordably retrofitted	Work initiated on compliant standards for new built for GMSF. Research commenced with Atkins and Energy Systems Catapult to assess the state of GM public Sector Building stock.	<ul style="list-style-type: none"> <li>• Produced Retrofit report which includes opportunities for public, private and domestic sector retrofit.</li> <li>• Commenced Homes as Energy Systems and Energy House 2 projects.</li> <li>• Reviewed and revised date by which all new homes built across GM will be net zero carbon based on GMSF consultation results</li> </ul>
		Agreed ERDF funding for programmes to demonstrate smart energy systems and heat innovation in buildings	Homes as Energy Systems (HaES) and Energy House 2 proposals agreed for funding.	
		Agreed a date by which all new homes built across GM will need to be net zero carbon via GMSF	Provisional date agreed with Planning & Housing for GMSF	
7.4 Continue to <b>influence consumer behaviour/choice</b> to achieve 60% recycling of household waste by 2025 and 90% diversion from landfill by 2020 and establish a <b>waste to energy (biomass) pathway</b> for residual commercial waste	Concern about the costs of increasing the recycling rates to 60% have been raised.	Produced a GMCA Waste and Resources Strategy to maximise use of resources and hence the reduction of waste, in a way that creates local jobs and to ensure it reflects the targets for recycling and landfill diversion.	Delayed drafting pending publication of National Strategy	<ul style="list-style-type: none"> <li>• GM Resources Strategy to be developed next year, but is dependent on delayed National Strategy, possibly due to be published Winter 2018</li> <li>• Re-tendering of the GM Waste Contract completed</li> <li>• Waste to energy pathway further developed</li> <li>• #Plastic free GM website launched and Bee Straw launched</li> <li>• Strategic Food Board for GM launched, with Strategy in place</li> </ul>
		Established a #Plastic Free GM Campaign to eliminate single use plastics	Campaign established online. Budget secured. Workshop held with Academic sector regarding the establishment of the UK's first single use plastic free campus.	
		Coordinated a wide range of local action via the launch of Good Food Greater Manchester, a strategic food Board for GM	Funding secured to support the work of the Food Board	



		Seek additional EU funds to encourage a circular economy	Exploratory discussions with MMU and others to define at least one suitable project for submission to EU funds.	<ul style="list-style-type: none"> <li>At least one funding bid submitted for Circular Economy and Green Growth.</li> </ul>
7.5 Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions	Activity is on track to achieve 2020 action	Developed the approach to expanding electric vehicle charging points network following the Green Summit	Market Engagement completed and procurement initiated.	<ul style="list-style-type: none"> <li>Completed procurement process for electric vehicle charging points and supplier in place</li> </ul>
7.6 Deliver the Urban Pioneer programme as part of Defra's 25year Environment Plan to become an exemplar in managing the urban environment	Activity is on track to achieve 2020 action	Developed a Natural Capital Investment Plan	Consultants commissioned in July 2018 and baseline review completed.	<ul style="list-style-type: none"> <li>Natural Capital Investment Plan developed following stakeholder workshop, and launched early 2019</li> <li>'My Wild City' marketing Officers appointed. Awareness raising, engagement and consultation campaign launched and delivered.</li> <li>Strategy developed for GM City of Trees. Stakeholder engagement and consultation draft produced.</li> <li>Stakeholder engagement undertaken on GM Environment Fund proposal. If successful, Fund to be live and launched at Green Summit.</li> <li>Nature GM Website – further stakeholder engagement and integration of UoM MEMO project</li> <li>Final RESIN Conference held. Delivered programme of local dissemination on outputs and next steps.</li> <li>Hold Natural Capital Group AGM as part of developing input into 2nd Green Summit</li> </ul>
		Launched 'My Wild City' in Manchester via the Wildlife Trust	My Wild City launched at Green Summit in March 2018. Esmee Fairburn Funding now 100% secured by Lancashire Wildlife Trust (c£300k).	
		Began development of a trees and woodland strategy for GM via City of Trees	Comprehensive base line sampling for i-Tree Eco survey of GM's tree and woodland resource underway from July to October 2018. Commenced development of need and opportunity mapping and policy/guidance development.	
		Explored how we could create a GM Environment Fund to support our aims	Initial fund partner/contributor meeting held (Jul 18), further scoping fund development work underway as agreed	
		Launched a Nature Greater Manchester website to engage communities	New website launched with targeted social media campaign.	
		Complete the RESIN Climate Change Adaptation project and hold a conference to disseminate results	All GM inputs to RESIN work packages and City deliverables complete	
7.7 Increased the value and scale of GM's visitor economy	Activity is on track to achieve 2020 action	Delivery of a quality tourism offer, including the development of new products, to remain competitive and continue delivery of innovative targeted national and international campaigns to increase value of day and staying visitors	Delivered campaigns in partnership with carriers and industry in key markets including China, Europe, USA and GCC. Continued development of new products including new day excursions from Manchester.	<ul style="list-style-type: none"> <li>Launched new Business Visits and Events Strategy.</li> <li>Continued development of new product including cultural venues. Targeted campaigns in key markets e.g. India</li> <li>Continued delivery of marketing plan and monitor progress.</li> </ul>
		Developed and began delivery of an annual marketing plan which sets out delivery actions and performance measures	Annual marketing plan produced.	
7.8 Implement the GM Cultural Investment programme and Great Places project to substantially increase cultural engagement across GM	Activity is on track to achieve 2020 action	Developed a GM Cultural Strategy	Development and sign-off of the first draft, alongside district arts officers, cultural organisations and key stakeholders. Draft was launched for public consultation on Tuesday 25th September.	<ul style="list-style-type: none"> <li>Completed public consultation on GM Cultural Strategy.</li> <li>Strategy finalised and delivery due to start Jan 2019.</li> <li>Detailed proposals to be developed, and announced publicly early 2019. Competition will open mid-2019, with first Town of Culture to run Jan-Dec 2020.</li> <li>GM Culture Partnership established, with cycle of meetings for coming two years, agenda items and terms of reference in place</li> </ul>
		Town of culture programme developed	Conversations taken place with potential partners in development of proposal. Development included as a priority action in the first draft of the GM culture strateg1q2y. Full proposal to be drafted by mid-October to share with the Culture Steering group at its first meeting in November.	
		Establish Greater Manchester Culture Partnership	Membership of the group was confirmed in August 2018 and includes a mix of artists, arts organisations and national and local funders and partners. The first meeting will take place in Autumn, 2018.	

# Priority 7 – A green city region and a high quality culture and leisure offer for all

## GMS targets

By 2020, GM will have reduced CO<sub>2</sub> emissions to 11mt, down from 13.6mt in 2014

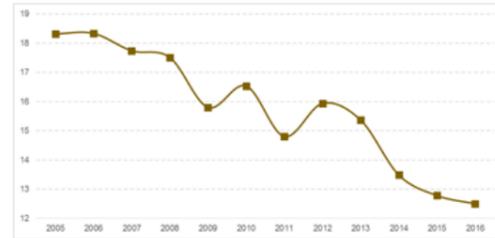


**12.5mt**

of CO<sub>2</sub> emissions in 2016, or 4.49t per capita

A reduction of **0.5mt** since 2015

**0.2mt** ahead of the target trajectory of 12.7mt



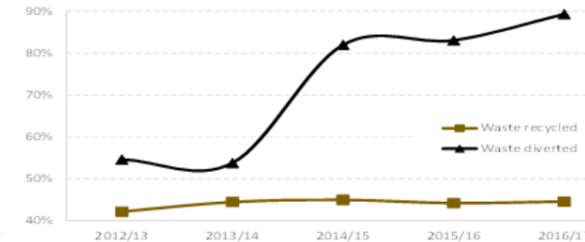
By 2020, 50% of waste in GM will be recycled and 90% diverted, up from 46.7% and 88% respectively in 2016/17



**46.7%**

of waste recycled in 2016/17

An increase of **2.5 percentage points** on the previous year



**88%**

of waste diverted in 2016/17

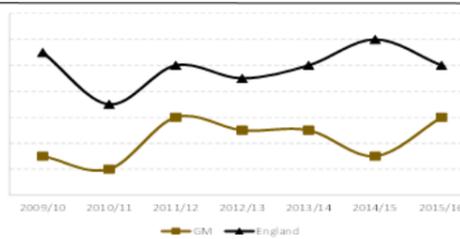
An increase of **5 percentage points** on the previous year

By 2020, we will have halved the gap with the national average for the proportion of GM residents reporting that they visited the natural environment at least once during the previous seven days



**38%**

of GM residents reported that they had visited the natural environment at least once during the previous seven days in 2015-16\*



An increase of **3 percentage points** compared to 2014-15, but **below the 2015-16 England average of 42%**

\* Looking to replace this with a more robust measure, potentially sourced from a new GM residents' survey

By 2020, participation at cultural events and venues will be growing by at least 5% pa



**3.2m**

engagements by GM residents with cultural organisations supported by AGMA in 2017/18\*

**7.5% increase** on 2016/17 levels

\* This measure only covers participation in cultural provision by AGMA-funded organisations, and counts frequent attenders multiple times. We will use information from the Greater Manchester Resident survey and from analysis of Audience Finder data to set a new benchmark, which will measure successful delivery of the Greater Manchester Culture Strategy, from 2019 onwards.

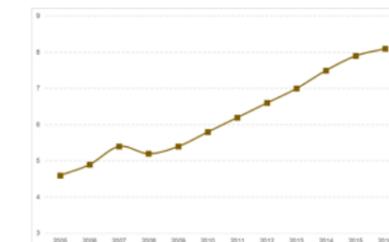
By 2020, the GM visitor economy will be valued at £8.8bn, up from £7.9bn in 2015



**£8.1bn**

generated by the visitor economy in 2016

An increase of **£0.2bn** since 2015



## Supporting indicators

**80.3%** of GM residents reported that they had high or very high life satisfaction in 2017/18



**1.7 percentage points** below the England average, **0.8 percentage points** above the previous year

**94,000** FTE jobs supported by Greater Manchester's tourism industry in 2016



**100 more FTEs** than in 2015

**£904m** generated by the conference and business events sector in 2017\*



\* Note: comparator data cannot be quoted due to methodological changes, therefore the trend indication is not shown. The RAG rating is based on a subjective assessment of performance.

GM was ranked **24th** in the Anholt Brand Index in 2017



**Up from 27th** in 2015

**87.6%** of GM lodgements had an energy efficiency rating of D or above (EPC/DEC) in Q2 2018



**6.5 percentage point** above the England average **3.9 percentage points** higher than Q2 2017

**30,0085** renewable electricity generation installations in GM in June 2018, with a combined capacity of 127,528 kW. **22,675 kW** higher than in June 2017, **52% lower** per household than the England average.



**944** accredited renewable heat incentives in August 2018 with a combined capacity (non-domestic only) of 53.8 MW. **2.5 MW** higher than August 2017, **64% lower** per household than the England average



## Context and challenges

- New data were available for around half of the Priority 7 measures reported above. Performance remains on track in terms of achieving the 2020 target for CO<sub>2</sub> emissions, although much of the carbon reduction reported is due to national measures, decarbonisation of the grid, and warmer weather, which reduces the need for heating. We are now considering longer term ambitions, including progressing actions agreed at the March 2018 Green Summit.
- GM still falls significantly behind the national average for local renewable energy production, although again the position has improved since previously reported. Our response includes proposals to create a GM Energy Company, development of a Smart Energy Plan, and piloting smart energy generation systems through an Energy Transition Region.
- Reported life satisfaction in GM has seen a significant improvement, but remains below the national average. There is also considerable variance across GM districts.
- The key challenge for the visitor economy is to maintain growth in day and staying visits. Business visits in particular have seen little recent growth. We need to remain competitive, increase our profile and introduce new product. Recruitment and retention of staff is an issue, and will be further exacerbated by Brexit.
- Under the *Great Place* initiative, we are developing a new approach to assessing levels of engagement with culture, which will enable us to target our resources more effectively and address significant variation by geography and population group. Under the current methodology, engagement levels have increased, exceeding target expectations.

## Priority 8 (Safer and stronger communities)

- GM is thought to be on track to deliver the Implementation Plan actions in this area by 2020, with the exception of two amber-rated actions: development of tailored responses to meet the needs of victims of crime; and implementation of a consistent approach to complex safeguarding.
- Updated performance indicators show that personal crime has reduced over the last year and is significantly below the national comparator. However, household crime has increased (although some of this increase may be down to improved police recording), with the gap between GM and the national position widening.

### Priority 8: Safer and stronger communities

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
8.1 Develop and implement a <b>GM Resilience Strategy</b> which includes the findings from the Kerslake Review and Cohesion Commission, in partnership with 100 Resilient Cities	Activity is on track to achieve 2020 action	Drafted Greater Manchester Resilience Strategy ready for public consultation	GM Preliminary resilience assessment completed. Pilot projects and research underway in line with 100RC methodology to inform the resilience strategy.	<ul style="list-style-type: none"> <li>• Published GM Resilience Strategy</li> </ul>
8.2 Develop with partners a clear strategy as to how we will jointly <b>prioritise our local responses to calls</b> from members of the public for services on the basis of threat, harm and risk. This will include community safety partnership responses as well as calls to the police.	Activity is on track to achieve 2020 action	A collective view of what 'good' looks like from the perspective of the citizen whilst also developing a shared understanding of the rights and responsibilities of organisations, communities and individuals	Police and Crime Outcome framework under development and progress reported to police and crime panel June and July. 101 action plan agreed.	<ul style="list-style-type: none"> <li>• Consultation with districts undertaken, agreeing communication programme, focusing on rights &amp; responsibilities of partners and communities.</li> <li>• Developed implementation plan.</li> <li>• Agreed GM and district level framework, setting out community priorities.</li> </ul>
8.3 Have a series of established <b>programmes that raise awareness of online vulnerability and risks and informs practice</b> to keep people safe, reduce harm and build strong communities. This will include regular communication with communities about emerging threats and actions they can take to protect themselves.	Activity is on track to achieve 2020 action	First findings of an assessment of online vulnerability available	Economic crime desk established and increase in capacity planned. Nature of issues informing needs and vulnerabilities. Completion of assessment of online vulnerability delayed.	<ul style="list-style-type: none"> <li>• Completion of online vulnerability assessment and programme of interventions developed and presented to community safety partnerships.</li> </ul>
8.4 Have an effective and consistent <b>approach to reports of violence against women and girls</b> across our partnerships	Activity is on track to achieve 2020 action	Developed a strategy to reduce violence against women and girls and an outcomes framework to assess progress	Process to establish Violence against Women & Girls strategy agreed and victims needs assessment underway. Consultation on the strategy scheduled Nov/Dec 18	<ul style="list-style-type: none"> <li>• Consultation on draft strategy Nov/Dec 18. Strategy completion by March 19 with accompanying implementation plan.</li> <li>• STRIVE programme contract award Dec 18, incremental implementation across districts. Trafford, Salford and Stockport by March 19</li> </ul>
		Provided information governance support to ensure effective information sharing to enable the STRIVE programme	GM wide service in development with contract award scheduled for Dec 18. Single service will enable information sharing and consistency of approach across GM	

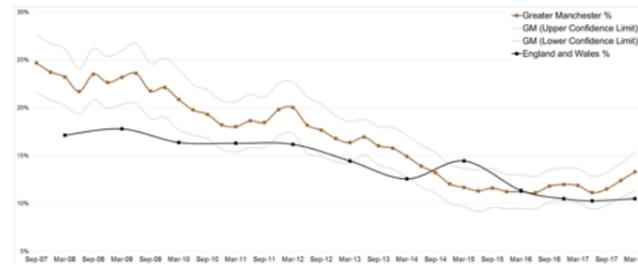
8.5 Have <b>tailored responses to all victims of crime that meet their needs</b>	Discussions ongoing with GM Connect for a unified architecture which will facilitate matching of identities across different organisational systems	Understand the different needs to victims and have mapped gaps in service provision	Needs assessment of vulnerable victims underway and will inform VAWG strategy.	<ul style="list-style-type: none"> <li>Review of commissioning requirements for specialist service provision to be completed March 19.</li> <li>Have agreed route and implementation plan for Victims Data Sharing Tool in place by March 19</li> </ul>
		Received formal agreement and funding to develop the Victims Data Sharing tool	Discussions ongoing with GM Connect regarding the establishment of a unified architecture which will facilitate matching of identities across different systems	
8.6 Develop and implement an approach that will provide <b>support to our most vulnerable citizens</b> by making sure that all those delivering our health and justice services, including the voluntary sector, work together to solve problems and improve lives.	Activity is on track to achieve 2020 action	An understanding of the views of service users and providers on the needs of vulnerable citizens	<p>Problem profile in development which will focus on the exploitation of vulnerable people and broader needs of victims.</p> <p>Development and testing of a service user model of engagement.</p>	<ul style="list-style-type: none"> <li>Completed Victims needs assessment and have informed the content and implementation of Health &amp; Justice Strategy, Violence against Women and Girls Strategy, and Serious Violent Crime Strategy.</li> <li>Specification and approach agreed for service user engagement model.</li> </ul>
8.7 Have a <b>consistent approach to complex safeguarding</b> of children which reflects the findings of the CSE assurance exercise	Achievement of the 2020 action is dependent upon agreeing and implementing the approach across all districts	Finalised the independent CSE assurance exercise and commenced implementation of recommendations	Findings of the part 1 assurance review being drafted ahead of publication before the end of the year.	<ul style="list-style-type: none"> <li>Agreement reached by LA leaders on the proposed methodology to provide assurance on current practices in respect of CSE in GM and support its implementation</li> </ul>
8.8 Develop channels of communication to <b>facilitate information sharing and better relationships</b> between neighbourhood teams and communities	Activity is on track to achieve 2020 action	Devolved small grants budgets from GMCA to districts building on the VCS Accord to support work underway in the districts to allow communities to deliver change	Small grants devolved to districts for pilot year and integrated within local processes and arrangements with VCSE.	<ul style="list-style-type: none"> <li>Undertaken evaluation of VCSE involvement and outcomes of funding, to inform future years approach.</li> </ul>

# Priority 8 – Safer and Stronger Communities

## GMS targets

In 2016, 11.8% of GM households said they had been a victim of household crime in the past 12 months. 3.9% of GM residents had experienced personal crime. Over the period to 2020, victimisation rates will be in line with or below the England & Wales average

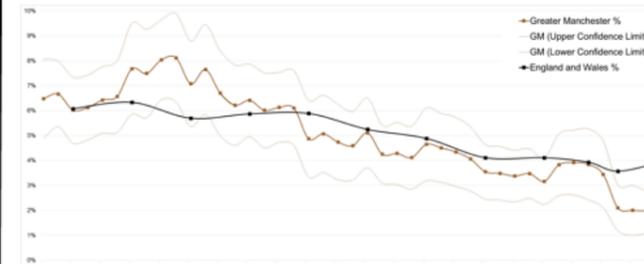
**13.3%** of GM respondents said they had experienced household crime in the year to March 2018, **2.8 percentage points** higher than the most recent national figure  
**1.4 percentage points** higher than March 2017



**Household**

**Household Crime:** vandalism; domestic burglary; vehicle-related theft; bicycle theft and other household theft. Respondents are asked whether anyone currently residing in the household has experienced any incidents within the last 12 months.

**2.2%** of GM respondents said they had experienced personal crime in the year to March 2018, **1.7 percentage points** lower than the most recent national figure  
**1.2 percentage points** lower than March 2017



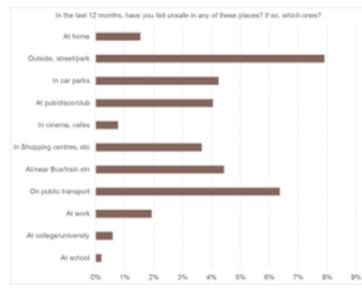
**Personal**

**Personal Crime:** theft from the person; snatch theft; stealth theft; other theft of personal property; all Crime Survey for England and Wales (CSEW) violence; wounding; assault with minor injury; assault with no injury and robbery. Personal crimes only relate to the respondent's own personal experience, not that of other people in their household.



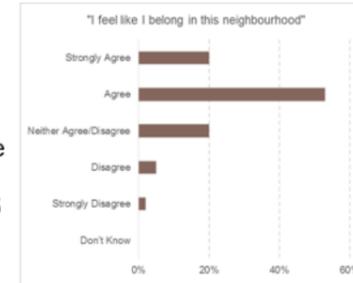
**19%** of GM respondents reported feeling 'unsafe' in a public location sometime in the past 12 months as of 2015-16

**4 percentage points** below the national average



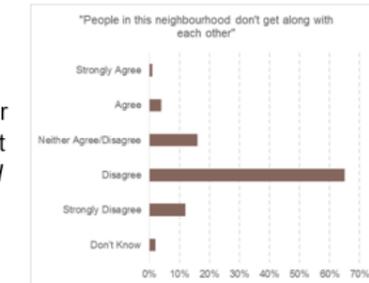
**73%** of GM respondents agreed or strongly agreed with the statement that 'I feel like I belong to this neighbourhood' in 2014-15

**3 percentage points** above the national average



**5%** of GM respondents agreed or strongly agreed with the statement that 'people in this neighbourhood don't get along with each other' in 2014-15

**0.9 percentage points** below the national average



[ Work is ongoing to develop an outcomes framework to provide insight into the outcomes and commitments made in Standing Together, the new GM Police and Crime Plan (PCP). The PCP outcome measures will draw on a range of data sources including GMP recorded crime, national survey data and locally collected data from across GM. It is anticipated that the framework will receive formal sign-off in Autumn 2018, with baseline data collected before Christmas. A GM residents' survey on the PCP outcomes is currently going through the procurement process. The PCP framework will complement the GMS Priority 8 outcome indicators; the headline measures used in this dashboard will be updated to align more closely with the PCP outcomes framework once finalised. ]

## Supporting indicators

[ The suite of sub-indicators will be revised to ensure consistency with the PCP outcomes framework. ]

## Context and challenges

- As noted, the reported indicator set will be revised on finalisation of the PCP outcomes framework.
- Updated data were only available for the two headline measures relating to household and personal crime: personal crime has reduced over the last year and is significantly below the national comparator, but household crime has increased and the gap between GM and the national position has widened. Whilst some of this increase is explained by improved police recording, the data highlight the increased demand on policing, at a time when Greater Manchester Police (GMP) resources are spread thinly following successive years of funding cuts and reductions in the number of front-line officers.
- The refresh of the Justice Devolution MoU is in progress, with new governance arrangements, focused on the Justice and Rehabilitation Outcomes Framework.
- More broadly, a GM Resilience Strategy is in development, which will incorporate findings from the Kerslake Review into the 2017 Manchester Arena bombing.

**Priority 9 (Healthy lives, with quality care available for those that need it)**

- Good progress is being made on a number of the Implementation Plan actions and key indicators, but some risks are flagged where we are thought not to be on track to deliver our 2020 ambitions. Two actions are flagged as red: the establishment of a fully integrated health and social care system, where variability in Local Care Organisation development is a concern; and progress in reconfiguring acute services to deliver more consistent clinical standards across GM settings.
- Updated data were not available on the three headline premature mortality measures in the Performance Report, and impact of health and social care transformation activity on these areas will only be demonstrated in the medium to longer-term. However, of those measures that have updated, the majority demonstrate improvement, albeit not yet at the pace required to meet 2020 targets or to address the gap with the national average

**Priority 9: Healthy lives, with quality care available for those that need it**

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
9.1 Implement <b>population health programme</b> to deliver the GM population health outcomes	Activity is on track to achieve 2020 action	Introduce GM standards to reduce the number of women and their partners who smoke in pregnancy	Programme implemented in Clusters 1 & 2 with Cluster 3 beginning late October. Referrals from midwives to specialist services rising rapidly with 350 women on the incentive scheme to date.	<ul style="list-style-type: none"> <li>• All Transformation Fund and public health programmes and system reform proposals into delivery phase to reduce smoking in pregnancy</li> <li>• Finalised Transformation Fund process for GM Public Health Plan, completed investment process for tobacco, health Checks &amp; wellness</li> <li>• Fully integrated 0-5 years oral health Public Health Outcome Framework into Locality Assurance</li> <li>• Excellence in GM Sector Led Improvement Programme delivered to reduce variation and improve outcomes.</li> <li>• Implemented Big Alcohol Conversation, GM Drug &amp; Alcohol Strategy and Transformation Fund proposals to reduce Alcohol Exposed Pregnancies</li> <li>• Increased mobile ECG Devices / Smart devices usage by 30%.</li> <li>• Agreed Hypertension approach.</li> <li>• Engaged all Districts, and agreements with at least 3 districts on use of my COPD app.</li> <li>• Agreed success measure with GM Respiratory Group to support Pulmonary Rehab.</li> <li>• Work commenced and completed in remaining 6 Hep C hotspots Point of Care sites and transfer kits to remaining 8 sites.</li> <li>• Commenced 6 month Hep C testing in at least 1 prison.</li> <li>• Agreed support from the Operational Delivery Network and commenced detection testing and treating in at least 2 GPs within Manchester CCG</li> </ul>
		Year 1 Implementation of the Making Smoking History Strategy	The Making Smoking History Strategy been implemented with activity being delivered across all elements GMPOWER model since Sept 2017.	
		Roll out a programme to improve the oral health status of the 0-5 age population in four areas	The children's dental health transformation being implemented in four localities, including implementation of the health visitor programme	
		The roll out of Focused Care	Expanded into 7 Greater Manchester areas, bringing Focused Care to over 50 practices & recruiting over 30 Focused Care workers	
		Have commenced Healthy Hearts initiatives across 4 localities	Commenced components of Healthy Hearts across GM localities. 4 CCGs on board. Mobile ECG devices across 8/10 localities distributed.	
		Reviewed clinical treatment for a significant number of COPD patients across GM	Medication reviews completed 135 patients across 9 virtual clinics in Manchester CCG, 80% switched to more effective medication QUIPP saving £18k. 5 priorities for COPD agreed with HSCP and engaged Directors of Commissioners.	
		Commenced a Hep C elimination programme across GM increasing uptake of available drugs to cure disease	Agreed with partner organisations key pillar activity to support Hep C Elimination. Commenced work in 8 hotspot community pharmacies. In the two that have fully commenced the 'to treated' is around 50%	
9.2 Establish a <b>fully integrated health and social care system</b> to break down historic barriers and improve outcomes for all residents and patients	Variability of development of the Local Care Organisations and single commissioning functions is impacting on performance against this 2020 action.	Accelerate the development of the 10 Local Care Organisations – building on the findings of the recent LCO review	LCO development reviewed against agreed criteria; agreed programme of masterclasses via LCO network; review of progress through assurance meetings and highlight reports against TF investment; process on support and recovery agreed through September WLT	<ul style="list-style-type: none"> <li>• Support and recovery programme with localities delivered</li> <li>• Worked with localities to enact recommendations from Single Commissioning Functions review</li> </ul>
		Continue work with all 10 localities to put in place Single Commissioning Functions	Review of 10 SCF completed and report produced	

9.3 Implement a <b>Mental Health programme and Investment Proposition</b> to improve access and deliver parity of esteem between mental and physical health	Activity is on track to achieve 2020 action	Complete a GM Mentally Healthy Schools Pilot	The Rapid Pilot completed September, with celebration event due Oct	<ul style="list-style-type: none"> <li>Launched GM Green Paper Trailblazer Programme for Mentally Healthy Schools</li> <li>Teams for Salford, Oldham &amp; Manchester Liaison Mental Health fully recruited</li> <li>Clarified GM needs and demand for ADHD and Community Eating Disorder service. Identified CAMHS graduates and those not known to services</li> </ul>
		Liaison Mental Health roll out to ensure access to mental health support 24/7 for all ages	Staffing of Salford Royal team nearing completion.	
		Make significant progress to the implementation of core GM standards for children with ADHD	Significant progress has been made in implementation of the standards across all 10 localities	
9.4 Implement a <b>H&amp;SCP Workforce strategy</b> to ensure our workforce is supporting new models of care	Activity is on track to achieve 2020 action	Launch the GM nursing recruitment campaign to target key shortage areas	Nurse recruitment campaign 'Be a Greater Manchester Nurse' launched in June	<ul style="list-style-type: none"> <li>Nursing recruitment campaign delivered and evaluated</li> <li>Evaluated the first year of implementation of the continuous service commitment</li> <li>Launched a guaranteed employment scheme</li> <li>Rolled out the best practice toolkit for employers to support working carers</li> <li>Commenced implementation against the action plan to address workforce race equality</li> <li>Opened nominations for the Health and Care Champion Awards 2019</li> <li>Completed and evaluated the pilot leadership programme for Registered Managers</li> <li>Developed a future manager programme framework for Care Homes and Care at Home across GM</li> </ul>
		Develop a GM benefits programme for current and future staff	Work underway developing a GM employment offer and benefits programme to support recruitment and retention: <ul style="list-style-type: none"> <li>- Nurse incentives programme, including a recruitment campaign and development of a guaranteed employment scheme</li> <li>- Continuous service commitment to support workforce mobility</li> <li>- Best practice toolkit developed for employers to support working carers</li> <li>- Historic commitment across public sector organisations to tackling workforce race equality as a collective</li> <li>- Recognition and raising the profile of the workforce through the first ever GM Health and Care Champion Awards, held July 2018</li> </ul>	
		Commence Care Academy pilot as part of a programme to establish centre(s) of excellence for workforce development	Develop quality and excellence through workforce development across social care workforce in GM. Through a Care Academy pilot, a number of initiatives have commenced targeting this part of the workforce. Creating innovative programmes, to develop a talent pool of care workers at entry level as well as a succession planning programme for future leadership	
9.5 Make significant progress in reconfiguring acute services to ensure we have <b>high quality, consistent clinical standards across hospital care</b>	Set of decisions on future shape of hospital services still need to be taken by Joint Commissioning Board.	Developed models of care across a range of clinical specialities. These models of care will inform how hospitals can work together to ensure consistent, high quality care	Eight reviews of models of care have been initiated and four of these have recently been completed.	<ul style="list-style-type: none"> <li>Options presented to Joint Commissioning Board on collective impact of care models</li> <li>Recruited information systems leadership roles</li> <li>Additional 3 sites activated and ERAS active across all sites.</li> <li>Agreed funding and procurement routes for digital platform.</li> <li>Programme evaluated with partners.</li> </ul>
		Agree resourcing for H&SC information governance support at appropriate scale and defined the framework for information sharing	Lack of clarity across GM system on application of information governance rules	
		Introduced ERAS+ across a number of sites across GM to enhance pre-operative care for surgery patients, to aid recovery	ERAS active in 3 sites. GM Leisure+ Partnership and Digital offer scoped. Implementation Support Pack in development to support spread across academic health science network	
9.6 Ensure delivery of the <b>Primary Care Reform Strategy</b> to improve patient access and put primary care at the centre of place-based delivery models	Activity is on track to achieve 2020 action	Provision of 7 day access to general practice in all parts of GM to provide over 1,500 additional hours of GP and/or Practice Nurse time in addition to core hours.	All 10 GM localities are delivering 7 day additional access, providing 100% population coverage, equates to c1500 additional hours being delivered each week. Across GM there are currently 50 hubs delivering 7 day access. Work is ongoing to ensure all localities are meeting the national requirements and appropriately advertising / raising awareness of the service.	<ul style="list-style-type: none"> <li>Completed quarterly monitoring of 7 day GP access programme</li> <li>Developed case studies that demonstrate difference reform programme is making to public and workforce</li> <li>Delivered training sessions for frontline admin and clerical staff</li> <li>Social prescribing approaches rolled out through Person and Community Centred Approaches programme</li> <li>Established GM Medicines Optimisation Advisory Group, with agreed localities to lead on activity. Training &amp; delivery roll out.</li> </ul>
		At least 50% of GP practices to signpost patients to wider health and care services including community and voluntary sector. We expect this to be 100% of GP practices by the end of the 2018/19	As part of GP Forward View, a new 5 year £45 million fund has been created to contribute towards the costs for practices of training reception and clerical staff to undertake enhanced roles in active signposting and management of clinical correspondence. For GM, this equates to £2.3m over four years to fund both care	

			navigation and/or workflow optimisation. Localities to determine how this is best deployed locally. To date, almost 450 members of practice staff have been trained in active signposting across GM, to ascertain the patient's need and signpost them to the most appropriate person or service, referring to a local directory of services.	<ul style="list-style-type: none"> <li>Potential to expand PINCER (a tool to reduce medication errors) through SMASH (dashboard on medication safety) working with PRIMIS (audit tool for primary care data) and GM partners investigated</li> </ul>
		At least 40% of practices will have a Pharmacist-led information technology intervention for medication errors audit software package to help GP practices review their patient caseloads and highlight patients who may be at risk of prescribing errors	Secured a support package with PRIMIS (audit tool for primary care data) and Medicines Optimisation National team and working with two wave one Academic Health Science Networks to develop a strategic approach to PINCER (a tool to reduce medication errors) delivery. In GM agreed an advisory group and first meeting scheduled Oct 2018 to agree next steps. To have 20 practices using PINCER by December 2018 rising to 30 by April 2019.	
9.7 Deliver <b>Adult Social Care Transformation</b> as part of integrated care models across GM	Co-investment model for Living Well at Home (previously known as Care 2020) was not taken forward by Government.	Equip all localities to support significant improvement in care home quality	<ul style="list-style-type: none"> <li>All localities have adopted a quality improvement process for care homes and care at home.</li> <li>CQC quality ratings need to improve further to match or exceed regional and national performance, the rate of improvement is greater than national rate of improvement and quality targets have been agreed across GM</li> <li>A leadership development programme for Registered Managers has been designed for Greater Manchester that incorporates the emerging GM Way leadership framework, and has a person and community centred approach embedded within it. An initial pilot cohort of 20 Registered Managers will undertake the programme, which has been co-designed with Registered Providers whose managers will be attending the programme. A training provider has been commissioned.</li> <li>Established Greater Manchester network of independent care sector providers (GMICSN), with a Board which meets regularly. MoU being developed with HSCP. To date, network has met initial registration target of 150 members, and established links with provider forums, with a target to encourage all registered providers in GM to join the GM provider network.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced 'bed state' tracker and GM Quality dashboard</li> <li>NHS IG toolkit and NHS mail rolled out</li> <li>Worked with Health innovation Manchester to reduce falls</li> <li>Developed clinical supervision &amp; other support for registered managers</li> <li>Developed a support network for Trusted Assessors to share best practice</li> <li>Shared positive news stories to acknowledge and value good practice</li> <li>Held good practice workshops re new models</li> <li>Targets have been agreed with support to colleagues aimed at achieving at least 75% Care Homes rated Good or Outstanding in all localities, and zero 'inadequate' rated care homes, by April 2020</li> <li>GM Leadership Development Programme for Registered Managers completed and evaluated. Evaluation then used for development of framework for the embedding of key development principles in Registered Manager training commissioned within localities.</li> <li>GMICSN website and newsletter launched. Joint 'manifesto' developed between GMSHCP &amp; GMICSN</li> </ul>
		Begin development of minimum standards required for a teaching care home model in GM	<ul style="list-style-type: none"> <li>First TCH cohort identified, visits are being undertaken to the selected homes. TCH is a major programme of work with a number of subgroups including one led by the workforce lead for Adult Social Care which connects to other delivery areas.</li> <li>A Task and Finish Group to develop a GM Excellence standard is also feeding into this work.</li> </ul>	<ul style="list-style-type: none"> <li>Planned for the communication and engagement even with the Care Home test sites will continue</li> <li>TCH programme is due to go live and the launch is being managed through a task and finish group</li> </ul>
		An extended and consistently available support offer for all carers across GM	<ul style="list-style-type: none"> <li>All 33 organisations in GMHSCP made a commitment to deliver on the rights of carers as set out in the GM Carers Charter. This commitment recognised the complex and personal journeys that carers experience at an individual level, and how through working as one H&amp;SC system (and broader partnership) we could significantly improve support given to GM's 280,000 unwaged carers.</li> </ul>	<ul style="list-style-type: none"> <li>The programme (working with carers and locality representatives), will have utilised the GM Exemplar Model for Carer Services to develop a 10 locality Carers Action Plan, to extend the support to carers and to ensure a consistently available support offer for all carers across GM.</li> </ul>



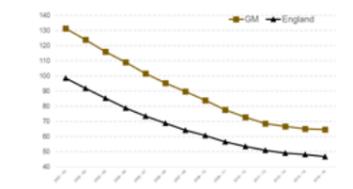
			<ul style="list-style-type: none"> <li>• Since endorsement of the GM Carers Charter, the GM Support for Carers Programme has been working with Localities, Commissioners and Providers, to strengthen this work, by developing the GM Exemplar Framework for Carer Services. Building on good practice and by listening to the needs of carers</li> </ul>	
		Continue to work with Government on a co-investment model for the Care 2020 programme – and begin to implement elements of the programme	Co-investment proposals made to Government - but not taken forward.	<ul style="list-style-type: none"> <li>• Driven progress in relation to 6 key delivery areas: 1. Person centred care &amp; support, 2. Quality, 3. Workforce, 4. High impact models, 5. Technology &amp; innovation, 6. Reforming the wider system</li> <li>• Worked with localities to understand requirements and refine the critical elements of the model for the reform of care at home.</li> <li>• Developed a provider co-production plan with aim to test the model out from their perspective</li> </ul>

# Priority 9 – Healthy lives, with quality care available for those that need it

## GMS targets

By 2020, improving premature mortality due to cardiovascular disease will result in 160 fewer deaths per annum **R** ↑

**64.7** premature deaths per 100,000 in 2014-16



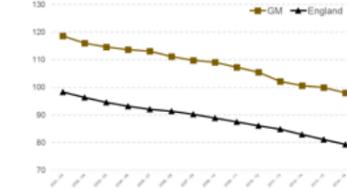
**18.0 per 100,000** above the England average

**0.5 per 100,000** fewer than in 2013-15

Bolton	61.0
Bury	60.6
Manchester	94.9
Oldham	77.3
Rochdale	71.4
Salford	69.7
Stockport	39.9
Tameside	71.8
Trafford	41.5
Wigan	60.5
GM	64.7
England	46.7

By 2020, improving premature mortality from cancer will result in 350 fewer deaths per annum **R** ↑

**98.0** premature deaths per 100,000 in 2014-16



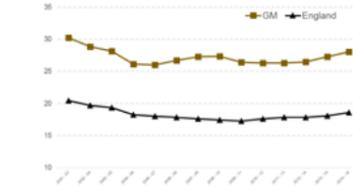
**18.6 per 100,000** above the England average

**2 per 100,000** fewer than in 2013-15

Bolton	93.5
Bury	87.3
Manchester	128.6
Oldham	102.7
Rochdale	102.5
Salford	109.4
Stockport	82.5
Tameside	97.9
Trafford	81.9
Wigan	92.4
GM	98.0
England	79.4

By 2020, improving premature mortality from respiratory disease will result in 150 fewer deaths per annum **R** ↓

**28.0** premature deaths per 100,000 in 2014-16



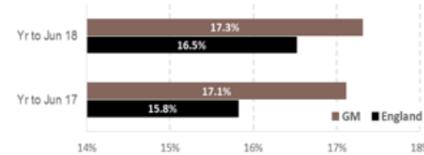
**9.4 per 100,000** above the England average

**0.75 per 100,000** more than in 2013-15

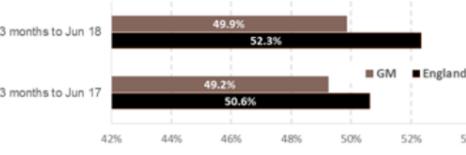
Bolton	26.7
Bury	21.6
Manchester	46.7
Oldham	26.7
Rochdale	30.1
Salford	37.4
Stockport	18.6
Tameside	27.7
Trafford	21.0
Wigan	23.3
GM	28.0
England	18.6

By 2020, access to evidence-based psychological therapies will reach 25% of the population in need, helping a further 33,600 people each year compared to current levels of provision **A** ↑

**17.3%** of people in GM who had depression and/or anxiety disorders entered treatment for IAPT in the year to June 2018, **1.7 percentage points** lower than the 2018/19 target trajectory of 19%, but **up from 17.1% in the previous year**



**49.9%** of people in GM completing IAPT treatment moved to recovery in the three months to June 2018, **below the England average of 52.3%**, but **up from 49.2% in the three months to June 2017**



By 2020, 72.5% of GM residents will be active or fairly active, compared to 71% in 2016. This equates to more than 75,000 more people 'moving' by 2020 **A** ↑

**72.9%** of GM adults (16+) were 'active' or 'fairly active' as of May 2018\*

An increase of **0.5 percentage points** compared to May 2017

**1.9 percentage points** below the England average

\* Note: unlike the target, the reported data refer solely to over-16 activity levels. Physical activity levels for <16 year olds will be incorporated on publication of the 'Children's Active Lives' survey in April 2019

	Active	Fairly Active	Inactive
Bolton	56.8%	14.4%	28.8%
Bury	61.6%	12.7%	25.7%
Manchester	65.6%	10.6%	23.9%
Oldham	56.6%	13.5%	30.0%
Rochdale	55.1%	12.5%	32.4%
Salford	64.1%	11.8%	24.1%
Stockport	65.0%	11.8%	23.1%
Tameside	57.1%	11.5%	31.4%
Trafford	60.5%	13.7%	25.9%
Wigan	57.3%	12.7%	30.1%
GM	60.6%	12.3%	27.1%
England	62.3%	12.5%	25.2%

## Supporting indicators

As of 2014-16, **female healthy life expectancy** was **60.6**, **3.3 years** below the national average **A** ↑

**Male healthy life expectancy** was **59.4**, **3.9 years** below the national average **A** ↓

In 2017, **17.5%** of GM adult residents were **smokers**, **2.6 percentage points** above the England average **R** ↑

**0.9 percentage points** lower than 2016

The rate of hospital admissions with **alcohol-related conditions** was **679 per 100,000** of the population in 2016/17 **A** ↑

**6.8%** higher than the England average **A** ↑  
**3.9%** below 2015/16 levels

**76%** of adult social care locations in GM were rated as 'good' or 'outstanding' in September 2018 **A**

**6.6 percentage points** below the England average

Note: comparable trend data are not available

**63.3%** of adults in GM were **overweight** (BMI >25) in 2016/17 **A** ↓

**2 percentage points** above the England average **A** ↓  
**0.6 percentage points** higher than 2015/16

In 2015, one year **cancer survival rates** in GM were **71.2%** **A** ↑

**1.1 percentage points** below the England average **A** ↑  
**0.9 percentage points** higher than 2014

**20.3%** of GM residents reported high levels of **anxiety** in 2017/18 **A** ↑

**0.3 percentage points** above the England average **A** ↑  
**1.5 percentage points** lower than the 2016/17 position

## Context and challenges

- Updated data were available for around half of the measures reported above: IAPT access and recovery rates; the proportion of residents who were active or fairly active; smoking prevalence; CQC adult social care ratings; and the proportion of residents reporting high levels of anxiety.
- There will inevitably be a time lag before the impact of GM activity is demonstrated in the premature mortality data, but smoking prevalence is a good indicator of progress against all three targeted measures. The 2017 data show a 0.9 percentage point reduction in the proportion of GM adult residents who were smokers, greater than the 0.7 point reduction for England as a whole (although the gap with the latter remains significant). Positive progress was also evident in the latest reported data on alcohol-related hospital admissions and the proportion of residents who were active or fairly active, both of which should signal shifts in the higher-level outcomes. Core activity under the GM Population Health Plan includes Make Smoking History, GM Moving and the GM Cancer Plan, which should accelerate these early signs of improvement.
- Local Care Organisations (LCOs) and Single Commissioning Functions continue to be embedded, focused on integration across locality health and social care systems, although there is some variance in progress. These structural changes will support implementation of transformation activity on the ground, including reform of primary care, urgent and emergency care, mental care, adult social care and dementia provision. A health and social care workforce strategy is also being implemented to ensure that front-line staff are better equipped to deliver new models of care. More broadly, a prospectus for the next phase of health and social care devolution is currently being developed.

## Priority 10 (An age-friendly Greater Manchester)

- GM is generally thought to be on track to deliver its Implementation Plan ambitions under this priority, although progress in developing ten locality plans for age-friendly neighbourhoods is behind target and rated amber.
- In terms of the Performance Report measures, GM's progress is generally slightly behind target (shown as amber), with the exception of the employment rate for 50-64 year-olds, where performance has been stronger than expected.

### Priority 10: An Age-friendly Greater Manchester

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
10.1 Put in place a <b>network of Age-friendly neighbourhoods</b> across GM	Progress on developing 10 District plans is behind target	WHO endorsement of GM as first UK Age Friendly City Region	Accreditation received Feb 2018; public announcement by the Mayor March 2018	<ul style="list-style-type: none"> <li>• Action plan produced jointly with TfGM by December 2018</li> <li>• Plans in place by March 2019</li> <li>• Launch in Tameside</li> <li>• Continued delivery of programme by GreaterSport</li> </ul>
		Published TfGM / GMCA report on ageing & transport	Draft report presented to TfGM committee and GM Ageing Hub Steering Group Sept 18	
		10 Local Authority Age-friendly plans in place	Plans are in place for a number of LAs, but further development is needed in others.	
		Rolled out Take a Seat programme to 500 GM stores and shops	By Sept 18 GM Housing Providers has rolled out Take a Seat programme to 300 sites across GM	
		Launched £1m Greater Sport programme to increase physical activity amongst older people	Launched March 2018, all funding commissioned	
		Held GM Festival of Ageing (July 2018)	Held 2-15 July 2018; over 12K people took part in 350 events across GM, the majority of which were designed and led by older people	
10.2 Design and deliver <b>employment support programme</b> for people aged over 50	Activity is on track to achieve 2020 action. Current performance exceeding target trajectory	Engaged with DWP, Jobcentre Plus, CfAB and local agencies to develop a more effective place-based and person-centred service offer for older workers	Steering and Operational Groups established with GMCA, DWP, DfE, MHCLG, JCP and CfAB. 5 year test and learn programme agreed and funding secured from CfAB for initial evidence review phase. Evidence review commissioned in Sept.	<ul style="list-style-type: none"> <li>• Evidence review will be completed by Jan 2019, with interim mapping of the evidence review produced by mid-October 2018. Key lines of enquiry established to test new service offers and initial pilots agreed.</li> </ul>
10.3 Deliver a series of <b>GM showcasing events</b> , positioning GM as global leader in Ageing	Activity is on track to achieve 2020 action	Hosted European Innovation Partnership / Eurocities event focused on Devolution and ageing and British Society of Gerontology conference	Delivered July 2018.	<ul style="list-style-type: none"> <li>• Appoint successful delivery partner</li> <li>• Deadline for applications Dec 2018, winners announced at GM Age Friendly Conference Feb 2019</li> </ul>
		Launched EU-funded research programme on urban ageing	Out to tender	
		Issue Mayoral "challenge" to GM agencies and communities on making GM more age-friendly	Issued July 2018, with follow up communications scheduled for 1 October International Older People's Day	

# Priority 10 – An age-friendly Greater Manchester

## GMS indicators

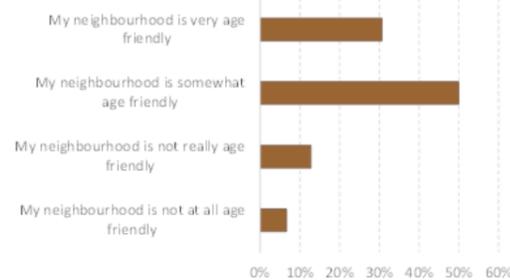
By 2020, 90% of people aged over 50 in GM will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017



**80.6%** of people aged over 50

in eight GM localities identified their neighbourhood as 'very' or 'somewhat' age-friendly, as reported by the Ambition for Ageing programme in the year to July 2018\*

**1.1 percentage points** behind the target trajectory, and slightly below the year to July 2017 (81.2%)



\* Looking to modify this measure to capture data for all 10 localities through a potential new GM residents' survey

By 2020, 5,000 more 50-64 year olds will be in employment, relative to a June 2016 baseline of 316,000

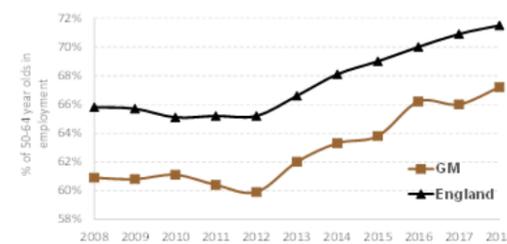


**67.6%**

of 50-64 year old GM residents (335,000) were in employment in the year to June 2018

**5.0%** (16,000) ahead of the estimated target trajectory

Up from **66.6%** (325,000) for the year to June 2017



In 2015/16, there were 10,426 hospital admissions due to falls amongst GM residents aged over 65. By 2020, we will have reduced this to fewer than 9,700 falls pa

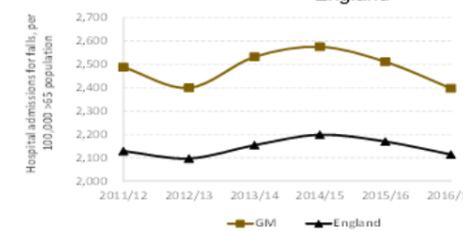


**2,398**

hospital admissions for falls per 10,000 GM residents aged >65 in 2016/17 (10,096 in total)

**3.1%** behind the target trajectory

Down from **2,512** in 2015/16



Admissions per 10,000 >65 year olds, 2016/17

Bolton	1,904
Bury	1,784
Manchester	2,540
Oldham	2,478
Rochdale	2,126
Salford	2,942
Stockport	2,546
Tameside	2,143
Trafford	2,421
Wigan	2,820
<b>GM</b>	<b>2,398</b>
England	2,114

By 2020, we will meet or exceed the national average for the proportion of adult social care users who have as much social contact as they would like

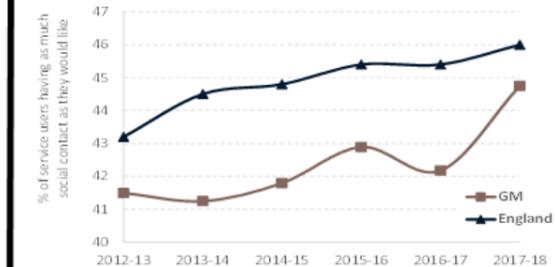


**44.7%** of

adult social care service users had as much social contact as they would like in 2017/18\*

**1.3 percentage points** below the national average (46.0%)

Up from **42.2%** in 2016/17



\* Looking to replace this with a measure that is representative of older people more broadly and the extent to which they feel socially isolated, potentially sourced from a new GM residents' survey

## Supporting indicators

In 2017/18, there were **766** admissions to residential and nursing care per 100,000 GM residents aged >65, down from 820 in 2016/17, but significantly above the 2017/18 England average (569 per 100,000)



**42.6%** of deaths in GM during the year to June 2018 occurred at the person's usual place of residence, slightly above the figure for the previous year (42.2%), but below the England average for the year to June 2018 (46.7%)



Note that the most recent data (Q1 2018/19) are provisional

## Context and challenges

- All of the Priority 10 indicators have been updated in this version of the Performance Report, with the exception of the number of hospital admissions for falls. With regard to the proportion of people identifying their neighbourhood as 'very' or 'somewhat' age-friendly, performance is slightly down compared to the previously reported period, and lags the target trajectory, but this may reflect Ambition for Ageing's recent focus in engaging with people who are more excluded and socially isolated. In line with data reported under other GMS priorities, progress on employment is good, with a higher proportion of 50-64 years in work, although still a significant gap with the England average. Similarly, improved performance is evident on the proportion of adult social care users who have as much social contact as they would like, the number of care home admissions and end of life experience, albeit the gap with the national data remains.
- GM is seeking to address the challenges of an ageing population with a positive vision of ageing, set out in the GM Age-Friendly Strategy. Key actions have included the publication of new reports: with TfGM to support age-friendly transport; and with the Centre for Ageing Better (CfAB) and Manchester School of Architecture on housing and ageing.
- We are also working with CfAB to identify a new suite of indicators for the Age-Friendly Strategy, and will reflect this in a refreshed indicator set for future Priority 10 reporting.
- The Mayoral Challenge was launched by GMCA with GMCVO, and will lead to 50 age-friendly communities by 2020.
- The first GM Festival of Ageing was held in July 2018, led by VCSE agencies, and comprised 360 local events plus large events in each locality. 103 small investments were awarded and overall there were 12,639 attendees.

## Enablers and ways of working

- The 2020 actions are largely deemed to be on track and rated either green or amber. Amber actions are generally reflective of the scale of change required to achieve the 2020 target, or where some progress has, to date, been slower than expected. However, two actions are rated red: development of integrated whole system approaches to budget setting and resource management; and agreement of a long-term devolutionary settlement, including policy freedoms and flexibilities, financial settlements, fiscal tools and regulation. Both depend upon the support and active involvement of government. GM continues to actively engage in the Budget and Spending Review processes and positive discussions are ongoing with a number of departments, it is not thought likely that there will be significant progress with devolution or long-term budget setting, given the government's focus on preparations for leaving the EU.

### 11. Enablers and ways of working

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
11.1 Put in place <b>new ways of working with the VCSE sector</b> , including new approaches to funding, building on the accord	GM's collective ability to truly embed and deliver on different ways of working with the VCSE sector, will require a significant cultural shift at GM and locality level.	Tested an outcomes based commissioning approach with the VCSE, using School Readiness as an exemplar	Set of principles for commissioning SR activity with VCSE developed and agreed. Opportunities for testing now being explored.	<ul style="list-style-type: none"> <li>Through the SR programme, work with localities to embed commissioning principles at local levels.</li> <li>Scope for the second phase of 'Elephants' project agreed, aligned to the Leaders in GM programme..</li> <li>Develop Implementation Plan for VCSE Accord</li> <li>VCSE Funding Pilot ongoing until Mar 19 and be evaluated by end of 2019.</li> <li>VCS engaged to co-design and shape the GM Information Governance Framework.</li> <li>Undertake scoping work for possible better uses of existing academic and VCSE generated data</li> </ul>
		Defined and tested with partners a draft set of co-production and co-design principles	A set of co-production principles has emerged through the first phase of the 'Elephants' project (a project which brought together policy makers from the GMCA and people with lived experience). Learning from phase 1 of the Elephants projects has led to a new approach to co-production being tested with the commissioning and monitoring of the GM Prison Family support contract and the development of the Housing First project.	
		Developed a framework for investing more effectively in VCSE organisations	The Deputy Mayor has awarded £1.1m to local authorities to support community safety initiatives, empower young people and build stronger communities. Each local authority will receive £100,000 - with an additional £100,000 awarded to MCC - to distribute to local projects and work with communities and voluntary groups to keep people safe, reduce harm and offending, and strengthen communities. The community grant funding is being provided directly to each local authority to allocate across their boroughs and will form a one year pilot into long term core funding.	
		Supported the delivery of GDPR training for VCSE sector	Completed - 128 voluntary sector organisations from across Greater Manchester benefitted from the training with 181 individual delegates participating.	
		Explored wider uses of data and intelligence generated by the VCSE sector	Work to begin Autumn 2018	

<p><b>11.2 Develop a GM approach to public service workforce development and the redesign of future roles, promoting the use of asset based approaches within all frontline practice</b></p>	<p>Planned delivery activity against this action is currently on track, however to achieve this ambition will require significant culture change across the GM system</p>	<p>Developed a GM workforce framework, which supports the redesign of frontline roles at GM and locality level</p>	<p>A three tier framework has been developed which consolidates learning from GM reform activity. The framework sets out the core activities and expectations of the public service workforce. This framework has been tested with reform, HR and OD leads across the system.</p>	<ul style="list-style-type: none"> <li>• Have set vision for the GM public service workforce, and developed a shared plan for achieving this which is directly informed by the workforce reform required.</li> </ul>
<p><b>11.3 Adopt new ways of using data and intelligence, to ensure it drives system reform and performance management, based on what matters to people</b></p>	<p>Activity is on track to achieve 2020 action</p>	<p>Developed and tested a risk stratification model to support activity across the priorities within the GMS</p>	<p>3 areas (Wigan, Stockport and Manchester) are piloting risk stratification models in relation to School Readiness. Work is underway to consider how these might apply across GM as part of the Evaluation and Investment School Readiness Workstream.</p>	<ul style="list-style-type: none"> <li>• Worked with at least one locality to identify the required steps to developing a risk stratification model, and how that approach can be scaled across other localities in GM.</li> <li>• Worked with at least one locality to map the information sharing requirements of integrated delivery in place, and stored Information Sharing Agreements within the GM Information Sharing Gateway.</li> <li>• Research findings shared with GM Information Board and wider stakeholders to ensure the information is used within project areas and informs strategy.</li> <li>• Scoped a public campaign to raise public awareness of the benefits of information sharing.</li> <li>• Established the GM Information Board GM information strategy and underpinning processes defined and approved</li> <li>• Strategic alignment to GMCA IG service and re-purposing of the Greater Manchester Shared Service IG function completed.</li> <li>• Gain approval on implementation plan, employ dedicated resource as per the GMCA's IG service structure.</li> <li>• Information Board to agree KPIs and monitoring of adoption linked to key programmes of work such as Integrated Digital Care Record</li> </ul>
<p>Completed citizen engagement work to better understand resident attitudes to how public services access and use information</p>	<p>Research is now complete – it gain insight from 1,000 GM residents and focussed on trust, information security, sharing information with the private sector, transparency and consent. Cross sector review with stakeholders completed.</p>			
<p>Have defined and rolled out a strategic information governance approach which enables public service reform by fast tracking new arrangements across GM</p>	<p>Head of Information Governance and Data Protection Officer has now been appointed and the GMCA's IG service is being formed. Draft IG implementation plan developed for GMCA which includes strategic outward facing work streams.</p>			
<p>Have increased the use of the Information Sharing Gateway</p>	<p>Draft implementation plan developed for GM. Represent GM at national level IG steering groups to ensure strategic work at national level is accounting for the use ISG.</p>			

<p>11.4 Implement <b>place-based integration models in every locality in GM</b>, including VCSE organisations and SMEs; aligned to the development of Local Care Organisations serving 30-50K neighbourhood populations</p>	<p>Planned delivery is currently on track, however in terms of operating models and standards being implemented effectively in all localities will require a significant commitment to implementation at a local level</p>	<p>Developed GM standards for integrated delivery in place</p>	<p>All ten localities have undertaken a Strategic Self-Assessment for Reform as a partnership. The findings from this have been brought together with the findings from ten LCO development conversations to inform a set of system standards for integrated delivery in place. These standards were endorsed by the Reform Board in September 2018. The GM PSR Team has continued to provide support to Localities in the implementation of their place-based responses.</p>	<ul style="list-style-type: none"> <li>10 locality plans in place, setting out how they will implement the system standards, supported by investment from transformation funds including the Reform Investment Fund &amp; Health &amp; Social Care Transformation Fund.</li> </ul>
<p>11.5 Put in place <b>Public Service Hub functions</b> in every district, based on GM standards</p>	<p>Planned work is on track, the reality of bringing together the 'as is' and 'to be' delivery models, whilst ensuring safeguarding issues and relevant assurance are in place is complex and requires care and caution in developing and implementation</p>	<p>Agreed GM standards for the implementation of Public Service Hubs</p>	<p>Core standards for the components and capabilities of a Public Service Hub function have been co-designed with partners. The public service hub function forms part of the service standards endorsed at the Reform Board in September 2018.</p>	<ul style="list-style-type: none"> <li>10 locality plans in place, setting out how they will implement the GM standards, including a public service hub function. Work will have been done locally to understand the connectivity with integrated neighbourhood delivery functions.</li> </ul>
<p>11.6 Develop integrated <b>whole system approaches to budget setting and resource management</b> that consider the impact of decisions at place level</p>	<p>Delivery milestones are felt to be on track, however progress against the 2020 action is dependent upon clear asks of Gov to be agreed</p>	<p>Worked with at least one locality area to understand and develop an approach to implementation</p>	<p>A proposed methodology has been developed for the implementation of a shadow place-based budget and options are being discussed with localities.</p>	<ul style="list-style-type: none"> <li>Tested agreed approach with more localities and identified options for scaling across GM.</li> </ul>
<p>11.7 Design and adopt a <b>place leadership approach universally across GM</b>, including single locality leadership arrangements</p>	<p>Activity is on track to achieve 2020 action</p>	<p>Implemented through a place-based approach, a third cohort of GM Leaders on Leading GM programme</p>	<p>Phase 3 of the Leaders in GM programme was launched in May 2018. Each of the ten localities has identified a place-based challenge which is a priority for their locality partnership. These challenges will act as a vehicle for learning around place-based leadership. Up to 20 local leaders have been nominated to each challenge from across the system, and all levels.</p>	<ul style="list-style-type: none"> <li>Developed an approach to the sustainability and scalability of a place-based leadership approach across GM.</li> <li>An evaluation of Leaders in GM, and high level design of phase 4 will be completed.</li> <li>Designed digital content for inclusion in Leading GM</li> </ul>
		<p>Designed digital content for inclusion in Leading GM</p>	<p>Initial discussions held and this area will be taken forward in next months.</p>	
<p>11.8 <b>Release public sector owned land and property</b> for regeneration, housing and growth via the One Public Estate Programme</p>	<p>Delivery of this action requires complex partnership working across a range of projects including integration, PSR, regeneration and release of assets</p>	<p>Progressed individual milestones as per project plans in GM OPE Partnership Services and Asset Delivery Plan</p>	<p>Projects include integrated service hubs, locality asset reviews and town centre regeneration schemes. Generally, projects are experiencing both positive and negative shifts in timescales and benefits as the projects evolve and are estimated to release 68Ha of land to deliver 4,600 houses. Approximately 3Ha of land has been released to date.</p>	<ul style="list-style-type: none"> <li>Continued expansion of the GM OPE Programme including OPE Phase 7 submission in November 2018</li> </ul>
<p>11.9 Deliver <b>Neighbourhood Asset Review</b> Programme, providing integrated place based approaches to review of assets, services and needs</p>	<p>Activity is on track to achieve 2020 action</p>	<p>Stage 3 of NARs completed on: Bolton; Oldham; Rochdale; Tameside; Salford; Wigan; Stockport (Stepping Hill locality); Trafford</p>	<p>Stage 3 completed for Rochdale Stockport (Stepping Hill Locality). Stage 3 Salford, Tameside, Wigan Trafford completes November 2018. Stage 3 Bolton Oldham Manchester North completes January 2019. Stage 3 Manchester Central due to complete February 2019.</p>	<ul style="list-style-type: none"> <li>Completed all programmed NAR and GM Wide NAR.</li> <li>Defined Project implementation plans and outcomes for completed NAR.</li> </ul>
		<p>NAR Completed: Withington and Burnage; Bury; Stockport</p>	<p>Withington and Burnage NAR reviewed to include wider South Manchester locality and Partners preparing implementation plan. Bury and Stockport reviewed NAR actions and implementing solutions.</p>	

11.10 Have adopted a <b>GM Spatial Framework</b> to provide a planning framework for future development and growth across GM	Delays in GMSF resulting in this action being off track	Consulted on the revised GMSF draft	Strategy development ongoing following decision to consult on revised GMSF in autumn	<ul style="list-style-type: none"> <li>• Consultation undertaken on revised draft GMSF</li> </ul>
11.11 Develop new investment models through <b>reform investment fund</b> to deliver reform priorities	Activity is on track to achieve 2020 action	Developed a set of GM level investable propositions for consideration by GM Reform Investment Fund Panel	The development of GMCA level investable propositions is paused whilst more work is undertaken to formalise the function of the GM Reform Investment Fund and agree priorities for investment. At locality level Investment Plans for release of Troubled Families Funding have been refreshed with a report on progress / release of future funding due to go to the RIF Panel on 30th October 2018.	<ul style="list-style-type: none"> <li>• Strategy agreed for the GM Reform Investment Fund that moves it beyond the existing terms of the MoU with Government towards a more sustainable vehicle for investing in reform at greater scale and leveraging local / government funding and social investment – events will have taken place to support thinking on this.</li> <li>• Agreement will have been reached around priority areas for funding through RIF for 19/20.</li> <li>• Progress reports received on early investments in ICO and Work &amp; Health programme.</li> </ul>
11.12 Continue to develop and invest GM's <b>core investment funds</b>	Activity is on track to achieve 2020 action	Committed GM investment funds in line with profile	£9.5m committed to GM businesses. 206 jobs created / safeguarded. 299 housing units to be developed. £5.8m of private investment leveraged by businesses. 71,500 sqft of commercial space to be developed.	<ul style="list-style-type: none"> <li>• Continue to develop and invest GM's core investment funds</li> </ul>
11.13 Develop a <b>Local Industrial Strategy</b> with Government which further progresses GM's immediate devolution asks	Activity is on track to achieve 2020 action	Consultation draft published	Consultation document published 15/10	<ul style="list-style-type: none"> <li>• GM LIS document published in March 2019</li> </ul>
		Prepare GM bid into Industrial Strategy 'Grand Challenge' Fund on Ageing	Joint approach with Government around Ageing Society agreed in GM LIS joint statement	
11.14 Develop a <b>long-term devolutionary settlement</b> – including policy freedoms & flexibilities, financial settlements, fiscal tools and regulation	Achievement of this action is reliant on ongoing and effective negotiations with Gov and Gov policy	Developed GM position and proposition asks to inform Autumn Budget submission	GM input submitted to Autumn Budget	Engagement with officials as the Spending Review begins, and further development of GM's propositions



## Glossary

Acronym	Meaning
100RC	100 Resilient Cities
ADHD	Attention deficit hyperactivity disorder
AEB	Adult Education Budget
BBC	British Broadcasting Corporation
BIT	Behavioural Insight Team
Bridge GM	Greater Manchester's mechanism to strengthen ties between business, education and careers providers in order to ensure that GM provides young people with a careers programme fit for the 21st Century
CA	Combined Authority
CAB	Citizen's Advice Bureau
CCG	Clinical Commissioning Group
CfAB	Centre for Ageing Better
CfL	Curriculum for Life
CITB	Construction Industry Training Board
COPD	Chronic Obstructive Pulmonary Disease
CPD	Continuous Professional Development
CSE	Child Sexual Exploitation
Curriculum for Life	Curriculum aimed at equipping children and young people with the skills and knowledge needed to succeed in the real world (including Personal, Social, Health and Economic education)
DCS	Director of Children's Services
DfE	Department for Education
DfT	Department for Transport
DIT	Department for International Trade
DWP	Department for Work & Pensions
ERAS+	Patients undergoing surgery at six Greater Manchester hospitals will be prepared for the experience in the best possible way using the Enhanced Recovery After Surgery (ERAS+) programme. The surgical pathway builds on the success of the in-hospital programme but expands it to include six weeks of pre-surgery patient preparation and post-hospital recovery six weeks after, with patients and their family supported through a Surgery School.
ERDF	European Regional Development Fund
ESF	European Social Fund
ESFA	Education & Skills Funding Agency
EU	European Union
EYDM	Early Years Delivery Model
EYs	Early Years
GC	Growth Company
GCHQ	Government Communications Headquarters
GDPR	General Data Protection Regulations
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMHSCP	Greater Manchester Health & Social Care Partnership
GMICSN	Greater Manchester network of independent care sector providers
GMS	Greater Manchester Strategy
GMSF	Greater Manchester Spatial Framework
Gov	Government
GP	General Practice
GVA	Gross Value Added
HaES	Homes as Energy Systems
HS2	High Speed 2
HSCP	Health & Social Care Partnership
ICO	Information Commissioners Office
ICT	Information and Communication Technology

IG	Information Governance
IoT	Institute of Technology
ITT	Invitation to Tender
JCP	Job Centre Plus
KPI	Key Performance Indicator
LA	Local Authority
LAC	Looked After Children
LCO	Local Care Organisation
LEP	Local Enterprise Partnership
LIS	Local Industrial Strategy
MCC	Manchester City Council
MHCLG	Ministry of Housing, Communities and Local Government
MoU	Memorandum of Understanding
NAR	Neighbourhood Asset Review
NAS	National Apprenticeship Service
NEET	Not in Employment, Education and Training
NP	Northern Powerhouse
NPR	Northern Powerhouse Rail
NW	North West
OPE	One Public Estate
PINCER	A tool to reduce medication errors
PRIMIS	An audit tool for primary care data
PRS	Private Rented Sector
PSR	Public Service Reform
RAG	Red Amber Green
RESIN	An interdisciplinary, practice-based research project investigating climate resilience in European Cities
RIF	Reform Investment Fund
SiP	Strength in Places
SMASH	A dashboard on medication safety
SME	Small & Medium-sized Enterprise
STRIVE	A GM wide multi-agency approach to tackle domestic violence
T-level	T levels are new technical study programmes that will sit alongside Apprenticeships within a reformed skills training system. T levels will equip students with the technical knowledge and practical skills necessary to enter skilled employment. The first teaching of 3 T levels from 3 routes by a small number of institutions will start from September 2020, with a second wave delivered in September 2021 and all routes being available by 2022.
T&Cs	Terms & Conditions
T&I	Trade & Investment
TCH	Teaching Care Home
TfGM	Transport for Greater Manchester
TfN	Transport for the North
UC	Universal Credit
UCAS	<b>Universities and Colleges Admissions Service</b>
UoM	University of Manchester
VAWG	Violence against Women and Girls
VCS	Voluntary & Community Sector
VCSE	Voluntary, Community and Social Enterprise
W&H Programme	Work & Health Programme
WELcomm	A Speech and Language Toolkit for Screening and Intervention in the Early Years
WHO	World Health Organisation
WW	Working Well

## **WORK PROGRAMME 2018/19**

### **HOUSING, PLANNING & ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

The table below sets out the Committee's work programme for this municipal year. Members are invited to further develop, review, and agree topics which they would like to consider. Items considered last year are appended at the back of this report. The work programme will be reviewed and if necessary updated following each meeting to ensure that the Committee's work programme remains current.

The Committee has agreed the following standing agenda items:

- ) work programme
- ) an update on the GMSF if there is no substantive item on the agenda

In addition the Committee will be circulated with the GMCA's register of key decisions and the GMCA's monthly decision notice.

The work programme has been updated and, to assist members, the proposed items have been incorporated into the work programme for the Committee to review, and, confirmed subject to any changes.

The following items will be brought to the Committee once specific dates can be confirmed:

- ) GM Spatial Framework
- ) GM Congestion Deal

<b>MEETING DATE</b>	<b>TOPIC</b>	<b>CONTACT OFFICER</b>	<b>REASON FOR SUBMISSION TO SCRUTINY COMMITTEE</b>
15.11.18	GMS six monthly update on Performance & Implementation Plan	Andy Burnham	To provide an update on six monthly actions and to review the next iteration of the implementation plan with associated actions prior to consideration by the GMCA.
	Bus Reform Update	Michael Renshaw	To provide an update at the request of the Committee
	Clean Air Update	Simon Warburton	For information
	GMSF Update	Anne Morgan	Note or verbal update on progress with GMSF
13.12.18	Smart Energy Plan	Cllr Alex Ganotis	To scrutinise the whole system energy plan for GM prior to consideration by the GMCA
	TfGM's Capital Programme	Steve Warrener	To provide the Committee with an oversight of TfGM's Capital Programme
	Young People's Travel	TBC	To review a proposal regarding young people's travel prior to GMCA decision.

	GM Housing Strategy	Mayor Paul Dennett	To scrutinise the GM housing strategy prior to decision by the GMCA
	Clean Air Update	Simon Warburton	For information if necessary
	Draft Natural Capital Investment Plan	Cllr Alex Ganotis	For information - requested by the Committee at the September meeting.
10.1.19	Clean Air Plan	Cllr Alex Ganotis	Prior to GMCA decision
	Rail Station Devolution Update	Simon Warburton	To provide an update on the Partnership approach as recommended by the Secretary of State
	Northern Powerhouse Rail and HS2	Simon Warburton	To provide an overview of progress in relation to HS2
	Walking & Cycling Update/ Streets for All	Chris Boardman/ TfGM	Further update on the strategic developments on walking and cycling and the Transforming Cities Fund, in particular focusing on progress to date.
14.2.19	Green Summit	Mark Atherton GMCA	To provide an update on the Green Summit.
	Draft Waste Strategy		To review early priorities for Waste Strategy- subject to relevant government guidance being published
14.3.19	Future Innovation in Transport	Invited speakers to be confirmed	External speakers to provide an external perspective on potential opportunities.
11.4.19	GMS six monthly update on Performance and Implementation Plan	Simon Nokes/John Holden GMCA	To provide a performance update on six monthly actions and review the proposed actions for the next 6 months.
16.5.19			
13.6.19			
11.7.19			

<b>Items considered at previous meetings</b>			
5.6.18	Update work on town centres	Andy Burnham, GM Mayor	To provide an update following consideration of the Town Centre Challenge on 15 January 2018.
	Waste Strategy presentation	Sarah Mellor, GMCA	Rescheduled from March 2018 in light of government's announcement on the 25 year environmental strategy.
	Housing Package	Mayor Paul Dennett Portfolio Leader & Steve Rumbelow Lead Chief Exec for Housing & Planning	To allow members to comment on the delivery plan for the proposed GM Housing Package
	Introduction of a Zonal Fare Structure on Metrolink	Stephen Rhodes, Customer Director, Transport for Greater Manchester	Update on zonal fare structure on Metrolink network considered and agreed by the GMCA on 25 May 2018.
12.7.18	Cycling and Walking Update	Steve Warrener Director of Finance and Corporate Services, TfGM	Update on the strategic developments on walking and cycling and the Transforming Cities Fund.
	Green Summit Springboard Report	Cllr Alex Ganotis Portfolio Lead for Green City Region, Environment and Green Spaces & Mark Atherton GMCA	Committee agreed this would report would be for information due to the number of items on the agenda.
	Northern & Network Rail	Dave Brown (Northern) and Martin Frobisher (Network)	To understand the performance of Northern and how this is impacting on individuals and businesses in Greater Manchester.
	GMSF	Anne Morgan, Head of Planning	A report on the plans for public consultation.

		Strategy, GMCA	
	Introduction of a Zonal Fare Structure on the Metrolink Network	Stephen Rhodes, Customer Director, Transport for Greater Manchester	A report to be considered following public consultation and prior to the GMCA in July 2018.
16.8.18	Clean Air Plan	Simon Warburton and Megan Black, TfGM	To continue engaging the committee on this work as agreed at February.
	Transport planning in the context of the GMSF	Mia Crowther, and Nicola Kane TfGM	To provide the Committee with assurance that there is coordination between work on the GMSF and transport planning
13.9.18	Natural Capital and Urban Pioneer	Mark Atherton Assistant Director of Environment, GMCA Alex Ganotis?	A closer look at GM's natural assets, this could also feed into the GMSF work see <a href="https://www.greatermanchester-ca.gov.uk/info/20005/green_city_region/120/urban_pioneer">https://www.greatermanchester-ca.gov.uk/info/20005/green_city_region/120/urban_pioneer</a>
	GM Congestion Deal	Bob Morris	A key decision going to the GMCA in September  <b>This item was deferred</b>
	Plastic free GM	David Taylor Executive Director, Waste & Resources	A campaign that the Mayor supports and the Committee were interested in the plastic recycling challenge when they looked at waste previously
11.10.18	Housing Vision Strategy	Steve Fyfe	To consider and provide comment on a draft vision to achieve safe, decent affordable housing within GM prior to submission for approval to the GMCA in October 2018
	Homelessness update	Mike Wright	To provide an update on progress with the Committee's recommendations endorsed by the GMCA in March 2018
	Waste Procurement technical solutions	David Taylor, Executive Director, Waste & Resources	To ensure that the proposed solutions to the waste services put forward by potential bidders will deliver what GM needs

## Items Considered in 2017-18 by the Committee

Work in April 2018	<ul style="list-style-type: none"> <li>) Green summit</li> <li>) Greater Manchester bus services update</li> <li>) Greater Manchester Strategy (GMS) implementation plan and performance dashboard</li> <li>) Draft response to the National Policy Planning Framework (NPPF)</li> </ul>
13.3.18	<ul style="list-style-type: none"> <li>) Greater Manchester Spatial Framework (GMSF) land supply</li> <li>) Homelessness</li> </ul>
15.2.18	<ul style="list-style-type: none"> <li>) Timetable for preparation for the revised GMSF</li> <li>) The air quality plan</li> <li>) Performance management framework for GMS</li> </ul>
15.1.19	<ul style="list-style-type: none"> <li>) Update work on town centres</li> <li>) Inclusive design of Greater Manchester's transport infrastructure</li> </ul>
13.12.17	<ul style="list-style-type: none"> <li>) Greater Manchester as a carbon neutral city region</li> <li>) Congestion</li> <li>) National infrastructure Assessment Consultation</li> </ul>
16.11.17	<ul style="list-style-type: none"> <li>) Transport strategy update</li> <li>) Greater Manchester housing affordability</li> </ul>
18.10.17	<ul style="list-style-type: none"> <li>) GMS implementation plan</li> <li>) Bus services in Greater Manchester</li> </ul>





## Planning, Housing & Environment Overview & Scrutiny Committee



**Date:** 15th November 2018

**Subject:** Greater Manchester Clean Air Plan: Update on Local Air Quality Modelling

**Report of:** Councillor Alex Ganotis Portfolio Lead for Green City Region and Jon Lamonte, Chief Executive, Transport for Greater Manchester

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### 1. PURPOSE OF REPORT

- 1.1 This report contains the results of one element of the feasibility study that will underpin the forthcoming Greater Manchester Clean Air Plan: the local modelling of predicted roadside nitrogen dioxide (NO<sub>2</sub>) exceedances beyond 2020. Once agreed by Government, these exceedances will constitute the problem that the options for reducing NO<sub>2</sub> contained in the Greater Manchester Clean Air Plan must address ('Target Determination').

### 2. RECOMMENDATIONS

- 2.1 That the committee:
- a) Note the outcomes of the local NO<sub>2</sub> modelling, particularly that it predicts exceedances in all ten Greater Manchester local authority areas beyond 2020;
  - b) Note the public awareness raising activity that has commenced since the last Committee meeting.
  - c) Note the feedback to the query raised at the August 2-18 Committee meeting about the use of chemical agents to reduce emissions in paragraph 9.3.

### 3. CONTACT OFFICERS

- 3.1 Simon Warburton, Transport Strategy Director, TfGM, 0161 244 1427

### 4. BACKGROUND

- 4.1 The 'UK plan for tackling roadside nitrogen dioxide concentrations' (hereafter referred to as the 'National Plan') (Defra and DfT, July 2017) identified 2 local authorities, including seven in Greater Manchester (GM), where the national Pollution Climate Mapping (PCM) model predicted areas where concentrations of NO<sub>2</sub> likely to exceed the legal annual mean EU Limit Value of 40 µg/m<sup>3</sup> beyond 2020. In March 2018, 33 more local authorities were defined as having "shorter-term NO<sub>2</sub> problems" - including Oldham in GM.

- 4.2 Government has directed the local authorities identified in the National Plan to undertake feasibility studies, culminating in a series of business cases for implementing measures to deliver compliance with the EU Limit Value in the 'shortest possible time'.
- 4.3 As agreed at the 1 September 2017 WLT meeting, TfGM has been coordinating the GM feasibility study on behalf of the GMCA and the ten GM local authorities, working closely with Districts, who remain legally responsible for compliance.
- 4.4 The purpose of taking a GM-wide approach was to avoid introducing measures in one part of the conurbation that displace NO<sub>2</sub> concentrations to other locations, and to ensure that (as far as possible) the eventual GM Clean Air Plan complements other GM-wide strategies including the existing GM Air Quality Action Plan and GM Low Emission Strategy.
- 4.5 A GM Clean Air Plan Senior Leadership Steering Group (Steering Group) is responsible for guiding the feasibility study, briefing senior officers and elected members in their respective organisations and securing local approvals. Members include Directors or Assistant Directors from each GM local authority and senior representatives from Highways England, Public Health England, AGMA, Local Partnerships and TfGM.

## **5. AIR QUALITY IN GREATER MANCHESTER**

- 5.1 Whilst air quality has been generally improving over time, particular pollutants that are not generally visible to the naked eye, remain a serious concern in many urban areas. These are oxides of nitrogen (NO<sub>x</sub>), principally nitrogen dioxide (NO<sub>2</sub>), and particulate matter (PM). NO<sub>2</sub> is formed from burning fossil fuels and contributes to the formation of photochemical smog. Particulates are formed from tyre friction, burning fuels that create smoke, construction, industry and other processes. Although non-transport sources of NO<sub>x</sub> are significant, road transport is responsible for some 80% of NO<sub>2</sub> concentrations at roadside, of which diesel vehicles are the largest source.
- 5.2 Improving air quality has been a key ambition for Greater Manchester for some time. The Greater Manchester Strategy (Oct 2017) states Greater Manchester should be 'a place at the forefront of action on climate change with clean air and a flourishing natural environment' including by 'reducing congestion and improving air quality'. Action is already underway under the Greater Manchester Low Emissions Strategy and Air Quality Action Plan, which introduced measures to reduce air pollution; increase behaviours that lower emissions by 2025; and support the Government to meet EU thresholds for key pollutants at the earliest date.
- 5.3 Recently, Greater Manchester also signed up to become a World Health Organisation (WHO) 'BreatheLife' city, with the associated aim of achieving WHO air quality targets by 2030.
- 5.4 Greater Manchester has also set targets for CO<sub>2</sub> emission reduction that exceed national ambitions – a reduction of 48% by 2020 (based upon 1990 levels). Greater Manchester road transport accounts for 31% of carbon

dioxide emissions in the city region. Greater Manchester's local authorities have also committed to eliminating fossil fuels by 2050 in a 100% clean energy pledge.

- 5.5 However, whilst these targets, strategies and action plans aim to improve air quality and pollution in Greater Manchester in the round, the specific breaches of the statutory Limit Values for NO<sub>2</sub> has prompted a series of court rulings and national Air Quality Plans that have implications for local authorities.

## 6. LOCAL NITROGEN DIOXIDE MODELLING

- 6.1 The National Plan identified eleven areas of road, across seven local authorities within Greater Manchester, where the national Pollution Climate Model predicts NO<sub>2</sub> concentrations are likely to exceed the statutory NO<sub>2</sub> annual mean EU Limit Value beyond 2020. Oldham were added in a later supplement to the National Plan (March 2018).
- 6.2 As the predictions in the national model are based on national scale assumptions and datasets, they must be verified against local evidence before any detailed assessment of options for reducing NO<sub>2</sub>. Subsequently, during their feasibility studies, local authorities must submit 'Initial Evidence' to define and confirm the local air quality problem and model concentrations of NO<sub>2</sub> in 2021 based on a "do minimum" scenario. This scenario is based on historical patterns in vehicle turnover and already planned junction improvements, changes to road layout etc. The Greater Manchester authorities submitted their 'Initial Evidence' to Government in June 2018.
- 6.3 The Initial Evidence identifies road links which are forecast to exceed the EU Limit Value beyond 2020, including destination links, radial links and those with a close relationship with the Strategic Road Network (motorway network managed by Highways England).
- 6.4 Whilst the local model is generally in agreement with the Pollution Climate Model exceedances, it reveals a bigger problem than that initially identified by Government. It predicts a greater spatial distribution of NO<sub>2</sub> exceedances across roads in Greater Manchester and higher concentrations of NO<sub>2</sub> in specific locations.
- 6.5 Local modelling identified 152 stretches of road (road links) where concentrations of NO<sub>2</sub> are forecast to exceed the legal Limit Value (40 µg/m<sup>3</sup>) beyond 2020. 112 of these road links are on the national PCM model, which have the highest car use and heavy freight flows. 40 of these are shorter stretches of local roads, around town centres across Greater Manchester. These are routes that are frequently used by buses and vans, which are not included in the national model.
- 6.6 These road links are distributed across all 10 Greater Manchester local authorities, in a similar distribution to the air quality problems identified in the established Air Quality Management Area. This means stretches of road where concentrations of NO<sub>2</sub> are predicted to exceed legal Limit Values beyond 2020 are found in all 10 Greater Manchester local authorities.

- 6.7 Local modelling also predicts stronger concentrations of NO<sub>2</sub> in locations across Greater Manchester. This means the concentration of NO<sub>2</sub> in the air at roadside is higher (worse) than originally predicted by Government.
- 6.8 The reasons for this are the vehicles using Greater Manchester's roads are typically older than the national average (especially buses and taxis); that local traffic data showed that in some areas vehicles are moving more slowly than the national modelling anticipated; and because local modelling also showed higher background concentrations of NO<sub>2</sub>.
- 6.9 Background concentrations of NO<sub>2</sub> come from sources including domestic fuel burning; industry; and non-road mobile machinery. However, as transport is the primary source of NO<sub>2</sub> at roadside, this is considered the primary means of dealing with exceedances and is the target of the National Plan.
- 6.10 In addition, higher concentrations of NO<sub>2</sub> were identified in the regional centres (particularly Manchester city centre) due to the volume of demand on these roads, and also in part due to something referred to as the 'canyon effect'. This term refers to the reduced air flow and circulation caused by tall buildings or in densely built up areas that acts to reduce the diffusion and dissipation of air pollutants that occurs in more open or low-rise locations.
- 6.11 A list of the additional local data used is included in Appendix 1.
- 6.12 Appendix 2 provides a summary table of the road links across Greater Manchester forecast to be in exceedance beyond 2020 in the Initial Evidence (by road type).
- 6.13 Appendix 3 contains a high level map of NO<sub>2</sub> exceedance points. This map also includes identified road links where NO<sub>2</sub> levels were just below the legal Limit Value, and therefore are considered at risk.
- 6.14 It should be noted that these maps do not include the exceedances on the Strategic Road Network and motorways that are managed by Highways England. Highways England have not been directed to act to reduce NO<sub>2</sub> on these roads under the same directive as local authorities. Highways England is currently assessing sections of the road network around GM to explore potential measures.

## **7. CONFIRMING TARGET AREAS FOR ACTION**

- 7.1 After receiving the 'Initial Evidence' from Greater Manchester, JAQU undertook a process called 'Target Determination', which involves comparing the outputs of the local and national modelling, verifying the local modelling process and then agreeing the forecast exceedances. JAQU also ensure consistent approaches to local modelling are being used by different local authorities.
- 7.2 The outcome of this process is an agreement of the NO<sub>2</sub> exceedances that Greater Manchester must resolve when determining possible solutions. Once

the Greater Manchester modelling is agreed by Government, illegal exceedances in all ten GM local authority areas need to be addressed.

- 7.3 The 'Target Determination' process is ongoing and Greater Manchester is responding to final requests for clarification from JAQU at this stage. JAQU have confirmed they anticipate no material changes, and so Greater Manchester can proceed with confidence with the remaining elements of the feasibility study. This means the Steering Group can model the options to achieve legal compliance in the shortest possible time.

## **8. PUBLIC AWARENESS AND COMMUNICATIONS CAMPAIGN**

- 8.1 As part of the feasibility study work, focus groups have been undertaken to understand public awareness of air pollution, its sources and possible remedies. This research has revealed a mixed understanding of air pollution – many are aware that air pollution exists but are unaware of the scale of the issue or its impacts on health, and also what people can do to reduce emissions and their exposure.
- 8.2 In recent on-street polling conducted to assess how Greater Manchester residents currently think about air pollution as an issue, 68% of the 400 respondents felt that personal action could have some impact in reducing air pollution, and 58% were already taking some sort of action to reduce air pollution.
- 8.3 However, this survey and a series of focus groups undertaken revealed there was a varied level of understanding about the impacts of air pollution on health and different groups of people, and a lack of understanding about the seriousness of the air quality problem in Greater Manchester.
- 8.4 To address these issues a number of initial actions have been taken to start to raise public awareness about the sources, impacts of and solutions to air pollution. This will be an ongoing activity that will span at least the next 12 months, and the Steering Group has been working with Lead Executive Members, the Heads of Communications and Directors of Public Health, along with Public Health England and the GM Health and Social Care partnership to develop the initial materials and resources needed.
- 8.5 A new website has been launched called 'Clean Air Greater Manchester': <https://www.cleanairgm.com/> that provides information about what air pollution is, its impact on people's health, actions that people can take to reduce their exposure to air pollution and activity being undertaken already.
- 8.6 The intention is for this website to act as the home of air quality information for Greater Manchester. A new interactive map will show live air quality data for every street in Greater Manchester and a 3 day air quality forecast.
- 8.7 People will also be able to sign up for a free air quality text alert service, telling them if the forecast is for moderate or high air pollution in their area.
- 8.8 The research also revealed that there is some confusion between penalties related to air pollution and congestion charging.

8.9 Clean Air Zones differ from Congestion Charging systems because of their very different objectives and time-spans. The objective of any penalty in a CAZ is for all vehicles which drive in a Clean Air Zone to have engines which comply with emissions standards set out at 9.4 above. A CAZ does not seek to reduce the number of vehicles on roads. This also means as vehicles are upgraded the number of penalties levied reduces and are therefore relatively short-term and only apply to non-compliant vehicles. Under a Congestion Charge, the requirement to pay applies to all vehicles, is enduring, and creates a long-term revenue stream. CAZ typically make a loss, particularly in the later years the zones are in place.

8.10 These differences are summarised in Appendix 4.

## 9. NEXT STEPS

9.1 At this stage, no decisions have been taken over the precise mix of measures that will be included in the OBC. However, over the summer a process of refining measures and developing a range of options that combine the measures in different ways has been undertaken to understand the type and scale of intervention needed to reduce NO<sub>2</sub> to within legal Limit Values in the “shortest possible time” across Greater Manchester.

9.2 The first output of the Greater Manchester feasibility study was the Strategic Outline Case (SOC) that was approved by the ten GM local authorities and submitted to Government in March 2018. In this document a long-list of 96 options was presented and sifted to a shortlist of 17 based on Government’s Primary Success Criteria (reduction of NO<sub>2</sub> concentrations in the “shortest possible time”). The SOC recognised that as locations of exceedances identified by Government covered areas across Greater Manchester, no single measure was likely to deliver legal compliance on its own.

9.3 The next step is to submit an Outline Business Case (OBC) to Government, which assesses the options for achieving compliance in GM and identifies a ‘preferred option’. The OBC will be assessed by Government and accepted or rejected.

9.4 Government’s deadline for the OBC is 31 December 2018, however GM has written to Government advising them that a draft will be available in December, but it will not be approved by all ten local authorities and the GMCA until early 2019.

9.5 This approach was reconfirmed at the 26<sup>th</sup> October meeting of the GMCA, at which the outcome of the ‘Target Determination’ process was reviewed. Leaders reaffirmed their intention to address harmful levels of NO<sub>2</sub> exceedance in Greater Manchester. However, they noted that this issue would not be resolved without the full support and partnership of Government. In particular, GMCA confirmed a series of key requirements of Government to support any GM Clean Air Plan. These include:

) Clear arrangements and funding to develop workable, local vehicle scrappage / upgrade measures;

- ) Short term effective interventions in vehicle and technology manufacturing and distribution, led by national Government with local authorities;
- ) Replacement of non-compliant buses; and
- ) A clear instruction to Highways England to implement measures which deliver compliance with legal limits for NO<sub>2</sub> on the strategic road network, for which they are responsible, in the shortest possible time.

9.6 Members will recall that an earlier briefing on the approach for developing the GM Clean Air Plan was provided at the Committee meeting in August 2018. In discussion then, the merits of using solutions that can be added to engines to improve emissions was raised, specifically relating to the 'AdBlue' chemical. AdBlue is a catalyst injected into the combustion process within the engine system of vehicles using Selective Catalytic Reduction (SCR) in their emissions management technology. It needs topping up in a vehicle regularly and would be part of an annual service for Euro 6 with SCR. It is an effective NO<sub>x</sub> reduction technology and often now forms part of the preferred solution for manufacturers of new vehicles. Effectiveness is typically greater when used in heavier vehicles like HGVs and buses, although Euro 6d emissions results are showing promising results for cars and vans (especially the bigger/heavier variants) using SCR. However, there are no available SCR retrofitting technologies for cars, vans or HGVs, meaning it does not currently represent a possible solution for any vehicles other than buses.

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The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

- ) 16 August 2018 – GM Clean Air Plan Report to HPEOS Committee
- ) 'UK plan for tackling roadside nitrogen dioxide concentrations', Defra and DfT, 2017

The above papers and documents may be inspected during normal office hours at GMCA, Churchgate House, 56 Oxford Street, Manchester M1 6EU.

**Dr Jon Lamonte**  
**Chief Executive, TfGM**

## **Appendix 1: List of additional local data used to model predicted NO<sub>2</sub> exceedances in GM beyond 2020**

Based on Government guidance the following local evidence was used to understand likely NO<sub>2</sub> concentrations in Greater Manchester beyond 2020:

- ) Detailed Base Year (2016) and Future Year (2021) transport model (actual and future demand on the road network)
- ) Local vehicle fleet profiles (e.g. ages and types of vehicle) using Automatic Number Plate Recognition data
- ) Local background concentrations of NO<sub>2</sub>
- ) More detailed road network & junction data (e.g. alignment and width)
- ) Representation of canyons (e.g. tall buildings)
- ) Local air quality monitoring data (from across GM)
- ) Confirmed future changes to the road network, regional traffic growth and changes to the traffic fleet.



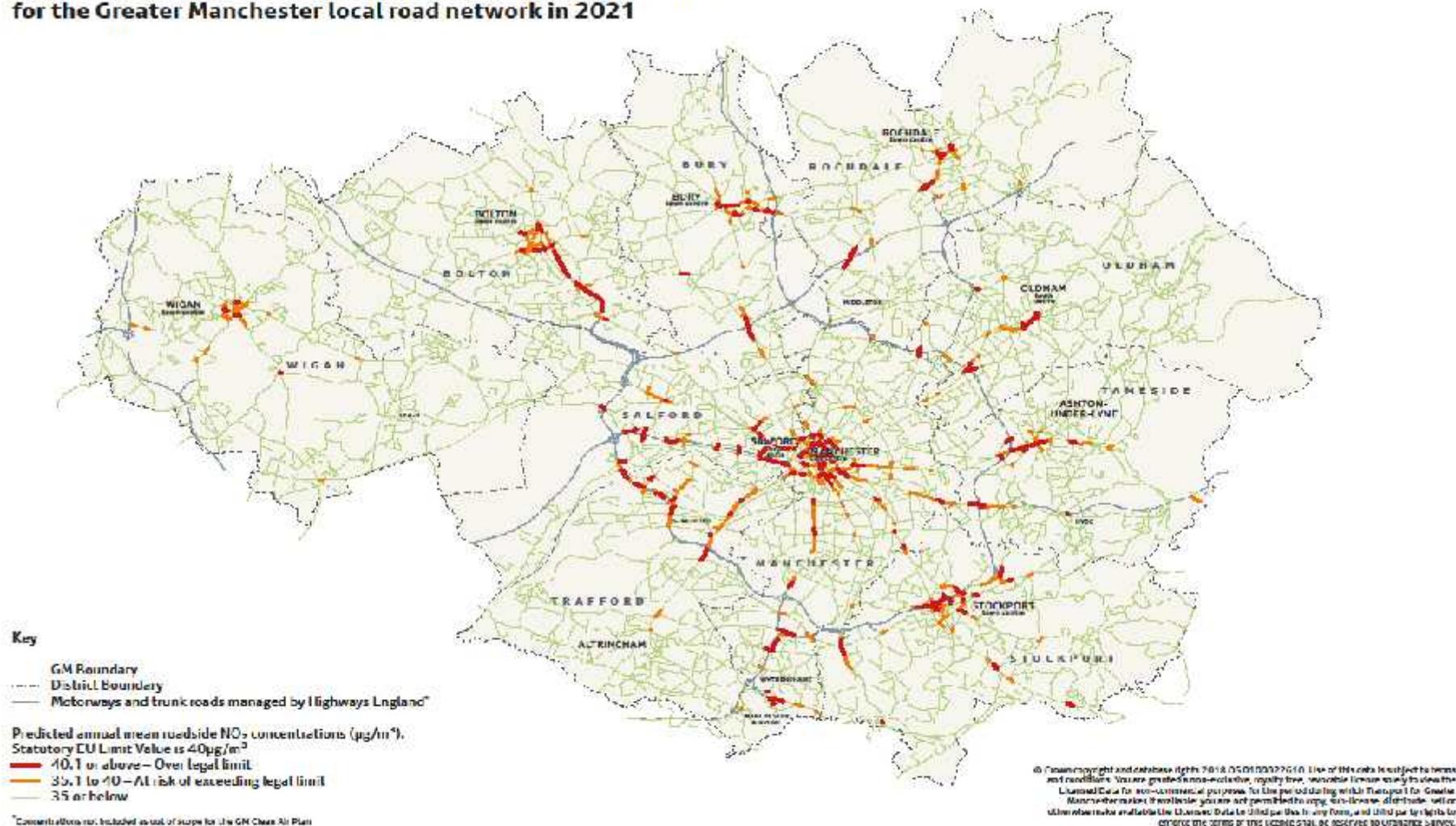
**Appendix 2: Summary of numbers of areas across GM forecast to exceed the EU Limit Value beyond 2020**

<b>Local Authority</b>	<b>National (PCM) Model Exceedances Links</b>	<b>Local Model Exceedances on PCM Links</b>	<b>Additional Local Model Exceedances on Minor (non-PCM) Links*</b>
Bolton	1	12	2
Bury	1	8	7
Manchester	4	35	16
Oldham	0	4	2
Rochdale	0	7	0
Salford	1	15	3
Stockport	2	13	6
Tameside	1	11	2
Trafford	1	4	1
Wigan	0	3	1
<b>Total</b>	<b>11</b>	<b>112</b>	<b>40</b>

\*These are road links that are not included in the national PCM model but have been modelled locally.

## Appendix 3: High level map of NO<sub>2</sub> exceedance points

**Predicted annual mean nitrogen dioxide (NO<sub>2</sub>) concentrations for the Greater Manchester local road network in 2021**



## Appendix 4: Differences between Congestion Charging and Clean Air or Low Emission Zones

