

Overview & Scrutiny Committee Agenda

Title: Housing, Planning & Environment

Date: Wednesday 18 October 2017

Time: 6.00 pm to 8.00 pm
Refreshments and a buffet will be available from 5.30 pm

Venue: Scrutiny Room, Level 2, Manchester Town Hall Extension, Albert Square,
Manchester M60 2LA

Item No	Title	Page No
1.	Appointment of Chair and Vice-Chair	
2.	Apologies for absence	
3.	Urgent Business (if any) at the discretion of the Chair	
4.	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	Page 3
5.	To approve the minutes of the last meeting dated 1 September 2017	Page 4
6.	Greater Manchester Strategy Implementation Plan and Performance Dashboard Report of Andy Burnham, Chair and Eamonn Boylan Chief Executive, GMCA	Page 12
7.	Bus Services in Greater Manchester Report of Rod Fawcett, Transport Policy Manager and Michael Renshaw, Executive Director, Transport for Greater Manchester (TfGM)	Page 42
8.	Greater Manchester Spatial Framework (GMSF) Update Report of Anne Morgan, Head of Planning Strategy, GMCA	Page 60
9.	Work Programme Report of Susan Ford, Statutory Scrutiny Officer, GMCA	Page 68
10.	Date and Time of Next Meeting 16 November 2017 at 10.30 am, venue to be confirmed	

- Notes:
- The Contact Officer for this agenda is Susan Ford, Governance & Scrutiny, GMCA ☎ 07973877264 ✉ susan.ford@greatermanchester-ca.gov.uk.
 - If any Member requires advice on any agenda item involving a possible Declaration of interest, which could affect their ability to speak or vote are advised to contact Jenny Hollamby at least 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. 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).

Membership:	Councillor Andrew Morgan	Conservative Member for Bolton
	Councillor Elaine Sherrington	Labour Member for Bolton
	Vacancy	Bury
	Councillor James Wilson	Labour Member for Manchester
	Councillor Hannah Roberts	Labour Member for Oldham
	Councillor Linda Robinson	Labour Member for Rochdale
	Councillor Ann Stott JP	Conservative Member for Rochdale
	Councillor Michele Barnes	Labour Member for Salford
	Councillor Robert Sharpe	Labour Member for Salford
	Councillor Lisa Smart	Liberal Democrat Member for Stockport
	Councillor Elise Wilson	Labour Member for Stockport
	Councillor Gill Peet	Labour Member for Tameside
	Councillor Rob Chilton	Conservative Member for Trafford
	Councillor Lynn Holland	Labour Member for Wigan
	Councillor Fred Walker	Labour Member for Wigan

Substitues: At the GMCA meeting on 29 September 2017, it was agreed that the following be appointed as substitutes to each of the three committees:

Councillor David Greenhalgh	Conservative Member for Bolton
Councillor Debbie Newall	Labour Member for Bolton
Councillor Jamie Walker	Labour Member for Bury
Councillor Rebecca Moore	Labour Member Manchester
Councillor John McCann	Liberal Democrat Member for Oldham
Councillor Peter Malcolm	Labour Member for Rochdale
Councillor Christopher Clarkson	Conservative Member for Salford
Councillor Karen Garrido	Conservative Member for Salford
Councillor Adrian Pearce	Labour Member for Tameside
Councillor Ruth Welsh	Conservative Member for Tameside
Councillor Bernard Sharp	Conservative Member for Trafford
Councillor James Wright	Labour Member for Trafford
Councillor James Grundy	Conservative Member for Wigan
Councillor Michael Winstanley	Conservative Member for Wigan

Eamonn Boylan
Secretary and Chief Executive, GMCA

Housing, Planning & Environment Overview & Scrutiny Committee
Declaration of Interests in Items appearing on the Agenda

NAME _____

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

**GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
HOUSING, PLANNING AND ENVIRONMENT COMMITTEE
7 SEPTEMBER 2017 AT 11.00 AM, COUNCIL CHAMBER ANTE ROOM,
MANCHESTER TOWN HALL**

- Present: Councillor: Lisa Smart (Stockport) in the chair
- Councillors: Elaine Sherrington (Bolton)
James Wilson (Manchester)
Hannah Roberts (Oldham)
Linda Robinson (Rochdale)
Robert Sharpe (Salford)
Elise Wilson (Stockport)
Gillian Peet (Tameside)
Rob Chilton (Trafford)
Lynn Holland (Wigan)
- Additional nominated Councillors in attendance: Andrew Morgan (Bolton) and Fred Walker (Wigan)
- Officers: Julie Connor (Assistant Director, Governance and Scrutiny, GMCA), Susan Ford (Statutory Scrutiny Officer, GMCA), John Holden (Assistant Director of Research and Strategy, GMCA), Jenny Hollamby (Governance and Scrutiny, GMCA), Stephen Hollard (Principal Lawyer, GMCA), Anne Morgan (Head of Planning Strategy, GMCA) and Simon Warburton (Director of Strategy, Transport for Greater Manchester)
- Apologies: Councillors: None

M1 APPOINTMENT OF CHAIR FOR THE MEETING

The Assistant Director, Governance and Scrutiny asked for nominations for the role of chair for the meeting. It was agreed that Councillor Lisa Smart be appointed as chair for the meeting. Moving forward, it was explained that a chair for the rest of the 2017/18 municipal year would be appointed at the next meeting in October 2017 when full membership of the committee had been appointed by the GMCA on 29 September 2017.

RESOLVED: That Councillor Lisa Smart be appointed as chair for this meeting.

M2 URGENT BUSINESS, IF ANY, INTRODUCED BY THE CHAIR

There was no urgent business introduced by the chair.

M3 DECLARATIONS OF INTEREST

There were no declarations of interest declared at the meeting.

M3 TERMS OF REFERENCE

Members considered the committee's terms of reference that were agreed by the GMCA at its meeting on 30 June 2017.

It was agreed that meetings would take place on a monthly basis during the second week of the GMCA decision making cycle and alternate between morning (10.30 am start) and evening meetings.

Members sought clarity around the nomination of chair procedures, substitutes and political parties. Officers agreed to provide the information following the meeting.

- RESOLVED:**
1. That the committee noted its terms of reference.
 2. That the committee agreed that meetings would take place on a monthly basis during the second week of the Greater Manchester Combined Authority (GMCA) decision making cycle and alternate between morning (10.30 am start) and evening meetings.
 3. That officers would provide Members with clarity around the nomination of chair procedures, substitutes and political parties.

M4 DRAFT GMCA CALL-IN OF DECISIONS PROCEDURE RULES AND SUGGESTED KEY DECISION FINANCIAL THRESHOLD

The GMCA's Statutory Scrutiny Officer introduced the item and provided a verbal summary to accompany the report.

The report of the GMCA's Monitoring Officer and GMCA's Statutory Scrutiny Officer asked Members to agree a call-in process and to determine what constituted significant expenditure or significant savings in the decision making process as required by legislation.

It was proposed by officers and agreed by the committee that the following sentence should be inserted after the first sentence of paragraph 3.12 of the call-in procedure set out in the report; "In the event that it is not possible to convene a quorate overview and scrutiny meeting within this period, such a meeting must instead be convened as soon as practicable to consider the call-in." The word 'reasonably' had been removed from the earlier wording proposed, as on reflection it was thought by officers that this might be seen as too vague. Officers explained that the changes were to provide clarity and in recognition that the high threshold for overview and scrutiny committee quorum could present difficulties on occasion in organising a quorate meeting.

The committee also agreed that a delegation be given to the GMCA's Monitoring Officer to make amendments to the call-in procedure where amendment was necessary to reflect the correct legislative position and/or correct typographical errors.

The committee agreed that the financial threshold for the GMCA's key decision was expenditure or savings of more than £500,000. However, concerns were raised about avoidance of the threshold. Members were assured that the appropriate checks would be undertaken by the GMCA's Treasurer to avoid this.

- RESOLVED:**
1. That the committee agreed the call-in process subject to the inclusion of the following sentence to be inserted after the first sentence of paragraph 3.12 in the report "In the event that it is not possible to convene a quorate overview and scrutiny meeting within this period, such a meeting must instead be convened as soon as practicable to consider the call-in." and recommended for approval to the GMCA at its meeting on 29 September 2017.
 2. Recommended that Greater Manchester's call-in process and the key decision financial thresholds be recommended for approval by the GMCA at its meeting on 29 September 2017.
 3. That the committee delegated to the GMCA's Monitoring Officer power to make any amendments to the call-in procedure where amendment was necessary to reflect the correct legislation position and/or correct typographical errors.

M5 2016/17 GREATER MANCHESTER STRATEGY (GMS) ANNUAL PERFORMANCE REPORT AND REVISED GMS STRATEGY

Members considered the report of the GMCA's Executive Director of Policy and Strategy that provided Members with a draft of the 2016/17 GMS Annual Performance Report and the refreshed GMS. The final design of the report was available at the meeting for Member's to review.

The GMCA's Assistant Director of Research and Strategy introduced the report. Particular attention was given to the following areas:

1. The report provided the latest version of the 2016/17 Performance Report, which set out progress against key measures and described the activity that had been undertaken in each of the GMS priorities.
2. The report's reflected formal feedback from previous scrutiny groups to be more public facing and included information data and case studies.
3. Overall economic growth was significantly above target.
4. In terms of housing and planning the draft Greater Manchester Spatial Framework (GMSF) had been published. The Housing Investment Fund had been approved, there was £300m of investment to deliver 4,000 homes. This sum will be 'recycled' giving greater impact and flexibility in how subsequent investments can be made.
5. GM Low Emissions Strategy and Air Quality Plan had been published. A continued investment programme (including cycling), had seen an increased percentage of trips by non-car from 27% to 29%, which was in line with target.

6. The Low Carbon programme outlined a range of programmes, which had been implemented to support achievement of target to reduce CO₂ emissions to 48% of 1990 levels. This included working through the Business Growth Hub to support businesses to reduce their carbon footprints. Work was underway to achieve this target.
7. The contents of the revised GMS has been informed by extensive consultation across districts and with a variety of stakeholder groups (using various consultation techniques) had been undertaken between December 2016 and January 2017. A 'life journey approach', has been adopted alongside growth and reform as a tool to address the linkages between policy areas. The main priorities for the committee were:
 - a) Priority 5: world class connectivity.
 - b) Priority 6: safe, decent and affordable homes.
 - c) Priority 7: a green city region.

The revised GMS had been approved by the GMCA at its July 2017 meeting and work was underway on public facing materials, which will be launched in Autumn 2017.

8. Work was also taking place on an implementation plan that would set out the actions being undertaken in the next six months. A report would be presented to the committee's at its next meeting, which will also help to inform the committee's work programme.

Members raised a number of questions, which were noted as follows:

A Member requested that district house building statistics within the report (pages 38-50 of the agenda) were broken down to provide finer grain information on housing completions so best practice across GM could be better understood. Officers explained that there was a great deal of work taking place around housing numbers and would provide updated statistics to the committee.

A Member enquired about GMS Planning and Environment Priorities set out in figure 1 within the report and they were advised that any comments would be welcome.

Regarding Priority 6: safe, decent and affordable homes, a Member highlighted that there was no mention of this in the targets. The Member suggested that targets about the standard of council housing and building more council housing should be included. In response, officers explained that a performance management framework was being developed that would look at issues such as affordable and decent housing. Officers also explained that the numbers of council houses built were a matter for districts, but the committee's interest in this area would be noted.

A Member asked for the committee to be provided with the latest data available on planning permissions for houses granted but not started. Officers advised that the 2016/17 data would be shared and land supply data would be circulated in the new year.

A Member enquired about the work taking place in relation to substandard private rented accommodation. Officers explained that there was ongoing work on this issue in districts and that the GM mayor also wanted to support this agenda. Officers agreed to present an update to the committee at a future meeting.

A Member requested that comparable data was used in the headline indicator and district level statistics, so that data is comparable data is used. Officers agreed to address this matter.

Officers agreed to provide the committee with an update on what was being done to address long term empty homes in GM. Officers advised that the number of empty homes had reduced dramatically and was now below 3%.

- RESOLVED:**
1. That the committee endorsed the 2016/17 Greater Manchester Strategy (GMS) Annual Performance report.
 2. That the committee noted the contents of the refreshed GMS.
 3. That the committee agreed that a full first draft of the GMS Implementation Plan be brought to the next committee meeting in October 2017.
 4. That officers would share further district housing data on housing completions.
 5. That officers would provide Members with a real time position in relation to house building and planning applications.
 6. That officers would update and engage the committee on a number of housing related matters including:
 - Strategic work on tenure, social housing and work to improve the quality of homes in the private rented sector
 - Work being undertaken to address long term empty homes.

M6 BUS SERVICES ACT 2017 UPDATE

The report provided Members with background information on how bus services were provided in GM. It also set out the provisions of the Bus Services Act 2017 and explained legislation in the areas of franchising, partnerships, ticketing and open data and information for bus passengers.

The chair and Members welcomed the report considered at this meeting and also requested that a further report be considered at their October meeting. The report in October will describe how bus services were currently provided, the options that the Bus Services Act 2017 provided and an update on the programme of activity to date.

A Member enquired about smart ticketing, zones and bringing bus services in-house. A full assessment of the benefits of bus franchising would be brought to the next committee meeting in October 2017. Members expressed that franchising would be a big improvement and the right services were needed in the right places. It was advised that work was underway to develop a scheme of delegation and scrutiny arrangements to effectively utilise the mayoral powers in relation to bus franchising.

- RESOLVED:**
1. That the report be noted.
 2. That a report to inform Members of how bus services were currently provided, the options that the Bus Services Act 2017 provided and an update on the programme of activity to date would be brought to the committee's October 2017 meeting.
 3. That the committee agreed that Transport for Greater Manchester (TfGM) prepare an assessment of a proposed franchising scheme in accordance with Section 4, S123B of the Bus Services Act 2017.
 4. That the committee approved a notice stating that the Greater Manchester Combined Authority's (GMCA) intention to prepare an assessment of a proposed franchising scheme in accordance with Section 4, S123C (4) of the Bus Services Act 2017.
 5. That the committee approved the administration arrangements for the notice to be published and to delegate authority to the Chief Executive of TfGM for the assessment to be prepared.

M7 GMSF: BRIEFING

Members considered the report of the GMCA's Head of Planning Strategy that updated the committee on the GMSF process to date, outlined the proposed timetable and identified issues on which Members might wish to review further reports.

The following discussions were noted:

The chair was pleased to see the changes in the consultation detailed at paragraph 3.2 of the report and asked officers for more detail. Officers explained that currently a joint plan was being prepared on behalf of the ten districts. It was noted that the GM Mayor did not have any power over individual planning applications.

A Member asked how many successful planning appeals against planning applications that had been turned down by districts across GM. A Member also raised the issue of Cumbria Council and their dispute with Amey and if this information could be used to support the case for the GMSF. In response, the officer agreed to provide information on planning appeals in districts and agreed to find out more about the Cumbria Council example.

A Member suggested that more focus should be placed on brown field sites and how land banking could be combatted. Officers assured the Committee that this matter was a key theme in the GMSF.

A Member explained that they represented a ward with no green belt but suffered from overcrowded rented housing. Officers advised that the GMCA and the GM Mayor were keen to address this issue in the next iteration of the GMSF.

A discussion took place about the role of the Planning Inspectorate in relation to appeals and how a regional planning inspectorate, who understood the local issues and could be held to account, may operate differently.

A Member explained that the issues in their district were more around affordability and a low wage economy. Issues about brownfield sites, such as who owned the site, releasing sites for development, affordability and social housing, preparing sites for building, Green Belt and greenfield were discussed. Officers advised that viability and brownfield land was particular issue and that work to address this issue was taking place through the Housing Deal. Individual councils like Stockport are also carrying out work around the barriers to developing brownfield land.

- RESOLVED:**
1. That the committee endorsed the proposed approach to review of the Greater Manchester Spatial Framework (GMSF) and outlined in Section 3 of the report.
 2. That the committee requested a report in February 2018 on timetable for preparation of the revised GMSF.
 3. That the committee requested a further report in the consultation period (post June 2018).
 4. That officers would compile, the number of planning appeals being lost on the grounds of supply across GM and investigate the example referred to in Cumbria.

M8 WORK PROGRAMME

Members were asked to identify potential items using the Performance Report and the new GMS to identify themes for inclusion in the committee's Work Programme for the 2017/18 municipal year, which would be developed and shaped over the coming months. Members were reminded of the committee's draft remit:

- a) Transport.
- b) Regeneration.
- c) Housing and planning.
- d) Low Carbon.
- e) Waste.

Members discussed expectations of the new arrangements, preferred ways of working, the committee's remit and how to avoid duplication guided by the terms of reference circulated within the agenda.

Members made for the following suggestions, in addition to the items noted throughout the minutes:

Item	Comments/Timings
GMS Implementation Plan.	October 2017.
How bus services are currently provided, the options that the Bus Services Act 2017 provide and an update on the programme of activity to date.	October 2017.
Transport Strategy as a whole.	To be agreed.
Travel ticketing for young people.	Timing to be agreed.
Air quality.	Timing to be agreed.
Brownfield development and economic viability.	Timing to be agreed.
Short update on the GMSF	To be considered at every meeting.

Homelessness.	Timing to be agreed and information to be provided to the committee about work which was already happening in districts and forums.
Update on the regeneration of town centres. Best practice presentation required.	To be agreed.
Identify employment sites that could be repurposed to housing. What does this mean in practice?	To be agreed.
Waste- in advance of the transfer of waste function to the GMCA in April 2018.	Officers to determine transition and scrutiny arrangements.

It was agreed that officers would develop the work programme for further consideration at the next meeting and also identify which items on the work programme were best suited to a task & finish group approach.

RESOLVED: That the work programme be updated in light of comments made at the meeting and considered at the next meeting.

Planning, Housing & Environment Overview & Scrutiny Committee

Date: 18 October 2017

Subject: Greater Manchester Strategy Implementation Plan and Performance Dashboard

Report of: Andy Burnham Chair of GMCA and Eamonn Boylan Chief Executive, GMCA

1. PURPOSE OF REPORT

1.1 This report provides Members with a draft of the refreshed Greater Manchester Strategy Implementation Plan and Performance Dashboard.

2. RECOMMENDATIONS

2.1 Members are invited to:

- a) Note the draft GMS Implementation Plan and provide any comments.
- b) Agree that future performance reports, and performance dashboards be brought to Overview and Scrutiny Committee once completed.

3. CONTACT OFFICERS

3.1 Simon Nokes, Executive Director of Policy & Strategy, GMCA
simon.nokes@greatermanchester-ca.gov.uk

John Holden, Assistant Director, Research & Strategy, GMCA
John.holden@greatermanchester-ca.gov.uk

4. BACKGROUND

4.1 The refreshed Greater Manchester Strategy was signed off by the Greater Manchester Combined Authority (GMCA) on 28th July, and was agreed by the last meeting of Scrutiny members. The revised GMS (https://www.greatermanchester-ca.gov.uk/download/meetings/id/2237/9_gm_strategy_refresh) is structured under 10 priorities which align with the GM Outcomes Framework and “living well in GM” work which has been developed in recent months. This allows us to more clearly respond to issues that cut across multiple policy and organisational boundaries

4.2 Since the GMS has been signed off, work has been undertaken to develop an implementation plan. Under each priority a high level statement of the issues, objectives and areas for action is provided, as well as identifying the relevant lead organisations and GM portfolios. It

should be noted where GMCA is named as the lead organization, this refers to the activities of the central GMCA teams and the ten districts and GM agencies working collaboratively. Cross cutting issues (for example digital and town centres) appear in various places where relevant to that priority. Additionally enablers and associated actions have been developed, which underpin the Greater Manchester approach.

- 4.3 The actions included in the attached Implementation Plan are all to be delivered within existing resources, during the next six months. A further two-year Implementation Plan will be developed and delivered from April 2018, and will be brought to future meetings of the Overview and Scrutiny committee.
- 4.4 The Implementation Plan update report (every six months) will be accompanied by a performance dashboard, capturing headline performance measures for each of the ten GMS priorities.
- 4.5 Additional to the GMS and the Implementation Plan, accessible and public facing materials are also being produced to communicate the GMS to a wide range of audiences, and will all be available at the launch of the GMS following final sign off the Implementation Plan at the October meeting of the GMCA.

5. GMS IMPLEMENTATION PLAN

- 5.1 The GMS Implementation Plan is structured around the 10 GMS priorities and the 5 enablers. The six months actions reflect the stage of policy development cycle GM is currently at, with the next update including actions to be delivered in the 2 years from April 2018.
- 5.2 Scrutiny members are asked to review the actions contained in the Implementation Plan to be delivered in the next six months. While the actions under each of the ten GMS priorities may be related to the thematic areas of Housing, Planning and Environment of particular interest are the three priorities below:
 - Priority 5: World class connectivity that keeps Greater Manchester moving.
 - Priority 6: Safe, decent and affordable housing.
 - Priority 7: A green city region and a high quality culture and leisure offer for all.
- 5.3 Some of the actions to be delivered during the coming months have been prioritised as those activities which can deliver a significant progress towards the achievement of the ambition statements set out in the Implementation Plan (highlighted in the attached plan). These along the actions in areas previously identified of interest by Scrutiny Members are captured in the Figure 1:

Figure 1:

GMS Priority	Actions
Priority 5: World class connectivity that keeps Greater Manchester moving	Prepare an assessment of the powers of the bus services bill that determines the case for reform and informs the next steps required to secure more effective integration
	Confirm phased approach to delivery of smart ticketing system for public transport, including launch of smart bus and tram fare products in August 2017
	Accelerate market investment of full fibre infrastructure across GM , including sXecuring DCMS funding
	Prepare an assessment of the powers of the bus services bill that determines the case for reform and informs the next steps required to secure more effective integration
	Assess the viability of half price, off peak Metrolink fares for 16-18 year olds and plan implementation of any scheme agreed
	Continue to develop the case for the transfer (devolution) of local rail stations to GM control , which will allow better integration within GM transport network, regeneration and land use planning, social. (Government response anticipated Autumn which would see GM progress with the mobilisation of 10-12 stations across GM)
	Complete development of forward transport investment pipeline
	Secure a positive outcome of the Autumn Statement toward the enabling of TF2 and delivery of HS2 Growth Strategies
	Implement the reduction to half price of the daily GMTL all bus operator ticket in September
	Confirm phased approach to delivery of smart ticketing system for public transport, including launch of smart bus and tram fare products in August 2017
	Action the recommendations of the independent review of Metrolink communications systems to support work towards patronage growth on Metrolink to 40m p.a. by end 2017
	Continue promotion of cycling and walking through infrastructure, training and support. Work to be guided by new Cycling and Walking Commissioner , with programme of work to include: <ul style="list-style-type: none"> - Complete implementation of CCAG programme (March 2018) - Provision of active travel engagement and behaviour change programme (ongoing) - Develop GM Cycling and Walking Strategy, and Infrastructure Plan (March 2018)

	<ul style="list-style-type: none"> - Guide launch, development and expansion of dockless Cycle Hire scheme - Work seamlessly with GM health to maximise the health benefits from active travel
	Continuing the delivery of schemes and initiatives as set out in agreed Transport Strategy 2040 Delivery Plan (2016/7 – 2021/2) . Includes Growth Deal capital infrastructure TfGM schemes, including transport interchanges for local towns (on going) and construction of a new Metrolink line through Trafford Park to the Trafford Centre (ongoing)
	Co-ordinate the development of a plan to tackle congestion , shaped with local highway authorities and Highways England, combining public and business engagement to identify measures to improve the current congestion challenges; and improve connectivity. Final plan complete in February 2018
	Develop a co-ordinated approach to Air Quality in GM , in light of revised DEFRA / DfT UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations. Government requires initial draft plan by March 2018 and final plan by December 2018
	Continue delivery of the AQ Action Plan to address the AQ Management Area
	Progress ongoing work with Government and TfN in relation to HS2, Northern Powerhouse Rail, station development plans around Piccadilly and Manchester Airport, and Port Salford
	Continue close working with Rail North, Northern and Trans Pennine Rail to secure enhanced rail services
	Progress development of key new international routes to priority markets
	Accelerate market investment of full fibre infrastructure across GM , including securing DCMS funding
Priority 6: Safe, decent and affordable housing	Continue our work on rewriting the GMSF, to identify how many and what kinds of new homes we need, and the land on which they can be provided
	Agree a Housing Deal with Government, with objectives to bring forward new homes: <ul style="list-style-type: none"> - By investing in infrastructure and remediation to unlock brownfield sites - In our town centres - By helping new entrants into the housing market
	Develop a joint venture with GM Housing Providers as a new way of delivering new homes
	Agree a Housing Deal with Government: <ul style="list-style-type: none"> - To invest in plans to regenerate social housing estates - To help fund new homes designed for older households and others who need tailored support, including LGBT communities

	Develop plans to improve the quality of our private rented housing , including security of tenure, potentially including landlords register and social letting agencies
	Set out a strategic approach to creating neighbourhoods of choice through the GMSF aligned with the GM Investment Framework
	Develop clear pathways into affordable housing for people with low to high support needs
Priority 7: A green city region and a high quality culture and leisure offer for all	Develop cross sector partnerships to plant 3m trees by 2035 and improve the management of key habitats and environmental assets to support ecosystem services
	Increase capacity to deliver energy efficient building retrofit in the public sector and demonstrate leadership to commercial building owners
	Increase efficiency of resource use in Local Authorities through behavioural change, adoption of good practices, technology innovation and social value procurement
	Build a business case for and, if appropriate, develop a municipal energy enterprise
	Define a programme of public sector energy and heat network projects and support both community led and private sector energy generation projects
	Deliver a Mayoral Green Summit and associated consultation workshops leading to a post 2020 environment strategy
	Develop projects and commit expenditure to reduce carbon emissions

6. PERFORMANCE MANAGEMENT

- 6.1 The published GMS Implementation Plan will be updated every six months, alongside publication of a GMS Performance Dashboard which will track progress against key outcomes and indicators. These updates will be provided to Scrutiny Members. The full Performance Dashboard will be developed in the coming months, before being published alongside the first 6-month review of the Implementation Plan.
- 6.2 The Performance Dashboard will bring together the outcome measures and other indicators into a single slide for each GMS priority. The data will be updated every six months along with additional commentary on performance for consideration by the LEP and GMCA in advance of updating the Implementation Plan. It is proposed that one of the six monthly updates would take the form of an annual “State of Greater Manchester” report which would summarise progress against actions and how GM’s performance has shifted over the past year. This would be released to be available for the start of the financial year to help set annual GMCA, LEP and other stakeholders’ priorities.

7. RECOMMENDATIONS

7.1 Members are invited to:

- a) Note the draft GMS Implementation Plan and provide any comments.
- b) Agree that future performance reports, and performance dashboards be brought to Overview and Scrutiny Committee once completed.

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.

- Minutes of the Housing, Planning & Environment Overview & Scrutiny Committee dated 7 September 2017.

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

Priority 1: Children starting school ready to learn, so that the proportion of children with a 'good level of development' at the end of reception will be higher than the national average across all of Greater Manchester within the next five years

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
GM will provide strong leadership and systems infrastructure to ensure we provide integrated Early Years services with people at the centre	Public commitment	Secure a commitment from all GM partners to school readiness as the pre-eminent priority of our strategy, through the development of a School Readiness Pledge	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
	Strategy	Refresh the Early Years strategy and identify any gaps and investment requirements to deliver our priorities	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
		Complete the GM Connect Early Years digitisation pilot in Salford and Bolton and commenced related Early Years pilots in Wigan, Bury, Oldham and Rochdale	GMCA GM Connect H&SCP	Young People & Social Cohesion Digital City Region Health & Social Care
		Develop the principles and framework for a physical activity assessment tool using evidence based approaches and existing expertise	GMCA GM Moving	Culture, Arts & Leisure
	Workforce	Define the role of Early Years professionals within integrated, place-based delivery	GMCA H&SCP	Young People & Social Cohesion
		Deliver safeguarding training to 100% of GMFRS staff	FRS	Safer & Stronger Communities
All parents will have access to the support they need, at the time they need it, to give their child a healthy start, with good early development	Redesign support	Redesign support provision and pathways for those families who need it most, so they get the right support, at the right time in the right way	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
		Develop a plan for a prevention antenatal care support pathway , to deliver earlier identification and targeted support for parents, including mental health, with a view to budget redesign in future	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
	Implement new delivery models	Commence evidence-based 3-year programme to improve the oral health of the 0-5 age population	H&SCP	Health & Social Care
		Support parents, particularly lone parents, to improve skills levels and get into quality employment through the current Working Well eco-system and newly commissioned Working Well	GMCA	Skills, Employment & Apprenticeships
There will be high quality early years services across GM and all early years settings will be rated good or outstanding by Ofsted	Quality	Engage schools and early years providers around the role they play in providing early years, initially through a school readiness summit, and develop an action plan	GMCA H&SCP	Young People & Social Cohesion
		Develop a resilience and support package for Early Years providers to ensure the viability and sufficiency of the provider market to deliver the 3 year old offer	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
	Workforce	Deliver targeted workforce skills programmes in Early Years settings , focusing on utilising Public Service Apprenticeship levy spend	GMCA	Skills, Employment & Apprenticeships
GM will be at the leading edge of providing our children with excellent places to play, develop and learn	Community facilities	Provide facilities for community use in public sector premises, including community fire stations	GMCA FRS	Safer & Stronger Communities
	GMSF	Explore the opportunities to ensure our ambition for excellent places to play is aligned to the GMSF	GMCA	Housing, Planning & Homelessness

Priority 2: Young people equipped for life				
Ambitions		Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
We will ensure all children in GM have a good primary education and successful transition to secondary school, attending and achieving throughout	Curriculum for life	Define a GM-approach to ensuring all school children are life ready through a "Curriculum for Life" , working with Schools, employers and other partners,	GMCA	Young People & Social Cohesion Skills, Employment & Apprenticeships
		Promote whole school approaches to physical activity , including the GM Daily Mile event	GMCA GM Moving	Culture, Arts & Leisure
		Introduce Fire Cadet schemes at every fire station that is able to facilitate them	FRS	Safer & Stronger Communities
		Deliver CPR training to schoolchildren at GMFRS's TASC facility	FRS	Safer & Stronger Communities
		Deliver fire, road, water and crime safety advice to 90% of Year 6 students every academic year	FRS	Safer & Stronger Communities
	Governance	Establish the Standards Board alongside the Education & Employability Board. Including a focus on: School attendance; Pupil place planning; and Curriculum planning	GMCA	Young People & Social Cohesion
		Make the case for sufficient and fair GM school funding	GMCA	Young People & Social Cohesion Skills, Employment & Apprenticeships
	Attainment	Develop the evidence base to enable GM to fully understand those characteristics of young people who find themselves NEET or at risk of NEET (including "hidden" young people), to ensure we are able to commission the best possible support	GMCA	Skills, Employment & Apprenticeships
		Develop a joint programme with colleges / school to improve Maths, English & Digital attainment at 16	GMCA	Skills, Employment & Apprenticeships
		Focus on improving the quality of schools with particular programme activity on Leadership & management	GMCA	Skills, Employment & Apprenticeships
All our young people will successfully transition out of secondary school life ready, equipped for work and life-long learning	World of work	Launch the "experience of the world of work" programme to ensure all young people have at least one encounter with business every academic year	GMCA	Skills, Employment & Apprenticeships
		Create & grow a network of 60 business and education leaders to help prepare and inspire GM's young people to be ready for the world of work	GMCA	Skills, Employment & Apprenticeships
	Careers	Develop a career management platform that gives all young people sight of, and information on, all opportunities across GM, raises aspiration and acts as an application tool, incorporating a UCAS-style application process for apprenticeships	GMCA	Skills, Employment & Apprenticeships
		Increase the number of Princes Trust programmes offered and ensure that at least 85% of attendees finish their course	FRS	Safer & Stronger Communities
		Continue to develop approaches to support hidden young people	GMCVO	Skills, Employment & Apprenticeships Young People & Social Cohesion

We will ensure for those children and families requiring specialist and additional support, that their needs are identified early and appropriate person centred support is provided	Mental health	Implement the community-based care and crisis support mental health approach developed for children and young people	H&SCP	Health & Social Care
	Care leavers	Design the service model for a single, consistent, GM care leavers offer	GMCA	Young People & Social Cohesion
		Explore approach to free council tax for all care leavers across GM until they are 21	GMCA	Young People & Social Cohesion
	Early intervention	Begin roll out the Early Help strategy to drive delivery of GM standards and outcomes within local models of delivery	GMCA	Young People & Social Cohesion
		Establish a Reform Investment Fund to support flexible locality investment in key priorities such as early help	GMCA	Young People & Social Cohesion
		Develop an Implementation Plan for the proposals set out in the Children's Services Review , impacting on reducing the number of children in Local Authority Care and demand on children's safeguarding (subject to DfE funding)	GMCA	Young People & Social Cohesion
	Apprenticeships	Development of a supported apprenticeship programme for looked after children and young learners with learning difficulties and disabilities	GMCA	Skills, Employment & Apprenticeships

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

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
All residents (in and out of work) will have the opportunity to progress into all levels of technical & academic skills provision, ensuring our people are life ready, and employers will offer high quality employment with clear progression routes	Quality learning infrastructure	Allocate LGF spending for GM's skills capital programme	GMCA GM LEP	Skills, Employment & Apprenticeships
		Support school improvement via leadership & management to ensure more schools and colleges gain a good/outstanding Ofsted grade	GMCA	Skills, Employment & Apprenticeships
		Develop an Institute of Technology business case following Government ITT release in Autumn to support more residents to gain higher level skills in digital industrialisation	GMCA	Skills, Employment & Apprenticeships
		Manage process and award applications for skills capital funding (£2m by June 2018)	GMCA	Finance & Investment Skills, Employment & Apprenticeships
	Progression routes	Work with employers of all sizes to support in-work progression through the Working Well eco-system	GMCA	Skills, Employment & Apprenticeships
		Establish arrangements for a transition year for the devolution of Adult Education Budget in 18/19 that aligns all post 16 funding and provision, ahead of full devolution in 19/20.	GMCA	Skills, Employment & Apprenticeships
		Develop GM approach to development of physical activity and sport workforce	GMCA GM Moving	Culture, Arts & Leisure
	Apprenticeships and technical pathways, including higher levels skills	Develop at least 4 clear technical/apprenticeship pathways linked to the Sainsbury Review and GM growth sectors with GM Colleges & Providers	GMCA	Skills, Employment & Apprenticeships
		Work with employers of all sizes to increase number & quality of Apprenticeships and removing barriers to access to apprenticeships by focusing on working with employers to utilise levy spend across GM (both large & SME)	GMCA	Skills, Employment & Apprenticeships
		Ensure that at least 2.3% of GM's public sector workforce is undertaking an apprenticeship	GMCA	Skills, Employment & Apprenticeships
Digital	Create a Fire Service Academy to connect all GMFRS work on apprenticeships, attraction, youth engagement and inclusivity optimising the local benefits of the Apprenticeship Levy.	FRS	Safer & Stronger Communities	
	Defined and commenced delivery of a Digital Skills Programme to support from digital inclusion up to higher level skills as part of the #GMdigital aspiration	GMCA GM LEP	Skills, Employment & Apprenticeships Digital City Region	
GM will be the place in the UK leading the way in ensuring we have the most integrated approaches and systems possible to develop good jobs and progression	Employment charter	Identify system leaders to support the Active Workplace agenda	GMCA GM Moving	Culture, Arts & Leisure
		Work with employers on content and approach for the GM Employment Charter & Framework	GMCA	Skills, Employment & Apprenticeships
		Promote the payment of the Real Living Wage across GM	GMCA	Finance & Investment
	Into work support	Continue the development of an integrated place based offer of universal work & skills support in partnership with Jobcentre Plus	GMCA	Skills, Employment & Apprenticeships
		Work with employers of all sizes to extend the experience of the world of work to support residents of all ages	GMCA	Skills, Employment & Apprenticeships
		Continue to deliver person-centred support through the current Working Well eco-system and commission the new £50m Working Well programme	GMCA	Skills, Employment & Apprenticeships

	Embed physical activity and sport in support programmes that re-engage people in work	GMCA GM Moving	Culture, Arts & Leisure
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Priority 4: A thriving and productive economy in all parts of Greater Manchester				
Ambitions		Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
GM will drive our economic growth through nurturing and developing all of our industries, attracting new businesses and ensuring strong and productive sectors across the city region	Strategy	Develop a GM Industrial Strategy within the framework of the National Industrial Strategy and the Northern Powerhouse Strategy, focused on: - Developing an action plan for GM's high growth / high value sectors & their supply chains, working with partners around prime capabilities - Developing an action plan to drive productivity within our high employment sectors , including physical activity and sport	GMCA GM LEP GM Moving	Business & Economy
		Continue to lobby government to establish a Brexit Committee for the Regions and Cities	GMCA	Business & Economy
GM will be recognised as one of the best places in the UK to start up, develop and grow business, fostering the spirit of entrepreneurship	Start up	Deliver skills & work programmes which create pathways from benefit dependency to quality self-employment , focusing on those out of work due to ill health and disability.	GMCA	Skills, Employment & Apprenticeships
		Develop GM Start up policy to deliver GMS targets, and commission activity to deliver this	GM LEP GC	Business & Economy
		Through LEP task & finish group to explore business start up support for young people and possibility of developing start up units in schools	GM LEP GC	Business & Economy
	Growing productive businesses	Develop Business Scale up ambition for GM , and commission activity to deliver this, including innovation, export, and leadership & management support.	GC GM LEP	Business & Economy
		Initiate research and engagement on a GM social enterprise strategy	GMCVO GMCA GM LEP	Business & Economy
		Establish a GM Productivity Programme	GC GM LEP	Business & Economy
		Develop an integrated GM approach to deliver more efficient, less burdensome regulation	GMCA FRS	Safer & Stronger Communities
		Invest in GM companies to support job creation (350 jobs created per annum)	GMCA	Finance & Investment Business & Economy
		Make investments to support business growth (bringing in £7m private investment per annum)	GMCA	Finance & Investment Business & Economy
	Innovation	Develop the Northern LEP Innovation Framework	GM LEP	Business & Economy
GM will become a top 20 global city by 2035	Implementation	Begin the implementation of the GM Internationalisation Strategy eight priorities, including: - Inward investment growth - International trade growth - Enhanced international city to city relationships	GMCA GM LEP	Business & Economy
GM will be at the heart of a thriving northern powerhouse	Strategy	Work with the Northern Powerhouse Partnership to develop the evidence base on the North's economic strengths and challenges	GMCA	Business & Economy
		Work with Northern Core Cities and Government to develop an appropriate policy response	GMCA	Business & Economy
		Work with partners across the North to establish the principles of a Council of the North	GMCA	Business & Economy

GM is recognised as top 5 European digital city region, with strengths around: E Commerce, Cyber Security, Media/Creative, Data Analytics	Strategy	Produce a GM Digital Strategy and Action Plan	GMCA GC GM LEP	Digital City Region Business & Economy Skills, Employment & Apprenticeships
	Digital adoption	Work with the LEP Task and Finish group to better support GM businesses to accelerate the adoption of digital technologies	GM LEP	Business & Economy
	Developing strengths	Through GM-Connect have defined the scope of the Cyber Innovation Centre , appointed a Centre Operator and commenced work on development of the facility aiming for an opening in summer 2018, simultaneously exploring opportunities with academia, national security agencies and Government.	GMCA GM LEP	Digital City Region Business & Economy Skills, Employment & Apprenticeships
GM will continue to invest in and develop our science and innovation assets to maintain world-class excellence and stay at the forefront of international scientific development	Strategy	Begin implementation of recommendations of the GM and Cheshire East Science & Innovation Audit , including: - a submission into the Autumn Statement - develop the case for a GM coordinated investment fund from the Industrial Strategy Challenge Fund	GMCA GM LEP	Business & Economy
	Implementation	Progress development of the LGF funded Graphene Engineering & Innovation Centre	UoM GM LEP	Business & Economy
		Progress development of the LGF funded International Screen School Manchester	MMU GM LEP	Business & Economy
		Progress development of an application to the LGF for the Pankhurst Centre	UoM GM LEP	Business & Economy
		Continue to invest through the LGF funded GM Life Sciences Fund	GMCA GM LEP	Business & Economy Finance & Investment
We will have the right employment sites and premises, in the right locations to support economic growth in all parts of GM	GMSF	Identify new sites which improve the competitiveness of GMSF, support more inclusive growth and protect the strategic employment role of major industrial and warehousing locations	GMCA	Housing, Planning & Homelessness
		Explore the feasibility of a strategic approach to acquisition/relocation of existing employment uses	GMCA	Housing, Planning & Homelessness
		Identification of public sector land that could be used for housing or employment opportunities	GMCA	Housing, Planning & Homelessness
	Infrastructure	Through the Infrastructure Advisory group, outline the vision, scope and process to develop a Strategic Infrastructure Plan to enhance the resilience of existing infrastructure and to accommodate growth	GMCA GM LEP	Housing, Planning & Homelessness
		Work with GM's main infrastructure providers to promote collaboration and synchronisation of investment plans	GMCA	Housing, Planning & Homelessness
		Invest in companies across GM (30,000 sq mt commercial space develop p.a.; 5Ha brownfield land developed p.a.)	GMCA	Finance & Investment Housing, Planning & Homelessness
		Establish a new long term funding mechanism for transport infrastructure	TfGM GMCA	Transport & Infrastructure Housing, Planning & Homelessness
GM's town centres are quality places where people choose to live and work	GMSF	Continue to identify opportunities for regeneration and place making (including through the integration and rationalisation of the public estate) to provide homes, open space, health and education facilities in our town and district centres	GMCA	Housing, Planning & Homelessness
	Capacity	Establish capacity to deliver town centre residential and employment schemes	GMCA	Housing, Planning & Homelessness

	Culture	Design and implement a GM Town of Culture Programme	GMCA	Culture, Arts & Lesiure
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Priority 5: World class connectivity that keeps Greater Manchester moving

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
GM will have world class connections that support long-term, sustainable economic growth and access to opportunity for all	Strategy	Develop and publish first 2040 Strategy Annual Report and revised Delivery Plan	TfGM	Transport & Infrastructure
		Prepare an assessment of the powers of the bus services bill that determines the case for reform and informs the next steps required to secure more effective integration	TfGM	Transport & Infrastructure
		Assess the viability of half price, off peak Metrolink fares for 16-18 year olds and plan implementation of any scheme agreed.	TfGM	Transport & Infrastructure
		Continue to develop the case for the transfer (devolution) of local rail stations to GM control , which will allow better integration within GM transport network, regeneration and land use planning, social. (Government response anticipated Autumn which would see GM progress with the mobilisation of 10-12 stations across GM.)	TfGM	Transport & Infrastructure
		Complete development of forward transport investment pipeline	TfGM	Transport & Infrastructure
		Secure a positive outcome of the Autumn Statement toward the enabling of TF2 and delivery of HS2 Growth Strategies	TfGM	Transport & Infrastructure
	Implementation	Implement the reduction to half price of the daily GMTL all bus operator ticket in September	TfGM	Transport & Infrastructure
		Confirm phased approach to delivery of smart ticketing system for public transport, including launch of smart bus and tram fare products in August 2017	TfGM	Transport & Infrastructure
		Action the recommendations of the independent review of Metrolink communications systems to support work towards patronage growth on Metrolink to 40m p.a. by end 2017	TfGM	Transport & Infrastructure
		Continue promotion of cycling and walking through infrastructure, training and support. Work to be guided by new Cycling and Walking Commissioner , with programme of work to include: <ul style="list-style-type: none"> - Complete implementation of CCAG programme (March 2018) - Provision of active travel engagement and behaviour change programme (ongoing) - Develop GM Cycling and Walking Strategy, and Infrastructure Plan (March 2018) - Guide launch, development and expansion of dockless Cycle Hire scheme - <i>Work seamlessly with GM health to maximise the health benefits from active travel</i> 	TfGM H&SCP	Transport & Infrastructure Health & Social Care
		Continuing the delivery of schemes and initiatives as set out in agreed Transport Strategy 2040 Delivery Plan (2016/7 – 2021/2) . Includes Growth Deal capital infrastructure TfGM schemes, including transport interchanges for local towns (on going) and construction of a new Metrolink line through Trafford Park to the Trafford Centre (ongoing)	TfGM	Transport & Infrastructure
Reducing congestion and improving air quality (AQ)	Strategy	Co-ordinate the development of a plan to tackle congestion , shaped with local highway authorities and Highways England, combining public and business engagement to identify measures to improve the current congestion challenges; and improve connectivity. Final plan complete in February 2018.	TfGM	Transport & Infrastructure
		Develop a co-ordinated approach to Air Quality in GM , in light of revised DEFRA / DfT UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations. Government requires initial draft plan by March 2018 and final plan by December 2018	TfGM GMCA	Transport & Infrastructure Green City Region

	Implementation	Continue delivery of the AQ Action Plan to address the AQ Management Area.	TfGM GMCA	Transport & Infrastructure Green City Region
GM will be a key international gateway to the UK and will be a gateway to the world for UK businesses and communities	Strategy	Influence creation of new UK Aviation Strategy in way that maximises potential of Manchester Airport, including: <ul style="list-style-type: none"> - Advocating reform of Air Passenger Duty - Active support for the Northern Powerhouse Rail project, including station at Manchester Airport - Promote notion of surface access investment/interventions being key to unlocking international connectivity by widening catchment area of Manchester Airport - Assisting in lobbying activities required to secure certain direct long haul services, most notably India and further routes to China 	Manchester Airport TfGM GMCA	Business & Economy Transport & Infrastructure
		Progress ongoing work with Government and TfN in relation to HS2, Northern Powerhouse Rail, station development plans around Piccadilly and Manchester Airport, and Port Salford.	TfGM	Transport & Infrastructure
		Continue close working with Rail North, Northern and Trans Pennine Rail to secure enhanced rail services.	TfGM	Transport & Infrastructure
	Implementation	Progress development of key new international routes to priority markets	Manchester Airport GMCA CG	Business & Economy
GM will have world class digital infrastructure	Funding	Accelerate market investment of full fibre infrastructure across GM , including securing DCMS funding	GMCA	Digital City Region

Priority 6: Safe, decent and affordable housing				
Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
GM will become the UK's leading innovator in housing development	GMSF	Continue our work on rewriting the GMSF, to identify how many and what kinds of new homes we need, and the land on which they can be provided	GMCA	Housing, Planning & Homelessness
	Funding	Bid for Housing Infrastructure Fund 'Forward Funding' resources	GMCA	Housing, Planning & Homelessness
		Identify applicable uses and strategy for any future recycled housing fund monies	GMCA	Housing, Planning & Homelessness Finance & Investment
		Agree a Housing Deal with Government, with objectives to bring forward new homes: - By investing in infrastructure and remediation to unlock brownfield sites - In our town centres - By helping new entrants into the housing market	GMCA	Housing, Planning & Homelessness
	Implement new delivery models	Develop a joint venture with GM Housing Providers as a new way of delivering new homes	GMCA GMHP	Housing, Planning & Homelessness
	Quality	Deliver ' Active Design ' conference to bring together planning and policy makers across GM and learn from best practice/evidence	GMCA GM Moving	Culture, Arts & Lesiure
		Work closely with planners, architects and the construction industry to embed fire safety into building design at the earliest possible opportunity	FRS	Safer & Stronger Communities
		Work with building controls, planning departments, developers, designers, architects, and MPs to promote the installation of fire sprinklers and water suppression systems at the earliest possible stage of a building project	FRS	Safer & Stronger Communities
		Support landlords to help make their properties safe. GMFRS will seek to prosecute those landlords who wilfully neglect their statutory responsibilities	FRS	Safer & Stronger Communities
	All parts of GM will be neighbourhoods of choice, with good quality affordable homes in safe and attractive communities, well served by public transport, so that the people that live in them are connected to jobs and opportunity and have access to excellent local amenities, green spaces and a high quality cultural and leisure offer.	Regeneration	Agree a Housing Deal with Government: - To invest in plans to regenerate social housing estates - To help fund new homes designed for older households and others who need tailored support, including LGBT communities	GMCA
Quality		Develop plans to improve the quality of our private rented housing , including security of tenure, potentially including landlords register and social letting agencies	GMCA GMHP	Housing, Planning & Homelessness
Strategy		Set out a strategic approach to creating neighbourhoods of choice through the GMSF aligned with the GM Investment Framework	GMCA TfGM	Housing, Planning & Homelessness Transport & Infrastructure
		Establish principles of a GM health & housing strategy	H&SCP GMCA	Health & Social Care Housing, Planning & Homelessness
GMSF	Complete GMSF /transport planning exercise and establish clear transport priorities for GM neighbourhoods	TfGM	Transport & Infrastructure	

Be a national leader in ending rough sleeping and reducing homelessness	Strategy	Develop a strategy to tackle all aspects of rough sleeping across GM	GMCA	Housing, Planning & Homelessness
		Develop clear pathways into affordable housing for people with low to high support needs	GMCA	Housing, Planning & Homelessness
	Implementation	Ensure that local authorities are prepared for implementation of the Homelessness Reduction Act and that this is delivered consistently across GM	GMCA	Housing, Planning & Homelessness
		Finalise the details and begin implementation of the GM Homelessness Prevention Trailblazer Programme , including development of a GM Homelessness Action Network	GMCA	Housing, Planning & Homelessness
		Commission and establish a provider and investor to deliver a Social Impact Bond for entrenched rough sleepers	GMCA	Housing, Planning & Homelessness
		Use youth engagement programmes, employment pathways and other work experience opportunities to support those that are homeless into education, training or employment.	FRS	Safer & Stronger Communities
		Use estate and staff to support the delivery of services that provide evening services and other support to those that are homeless	FRS	Safer & Stronger Communities
		Work with regulators to improve the standard of premises used as temporary accommodation for those that are homeless	FRS	Safer & Stronger Communities

Priority 7: A green city region and a high quality culture and leisure offer for all					
Ambitions	Priority actions: in the next 6 months we will...			Lead(s)	Lead portfolio(s)
GM will be a national leader in protecting and strengthening the natural environment	Ecosystems	Identify GM's climate change adaptation requirements to address flooding and heat stress in transport and green infrastructure	GMCA TfGM	Green City Region Transport & Infrastructure	
		Complete the first phase of the Natural Course Programme to improve water quality and water management on the Irwell	GMCA	Green City Region	
	Biodiversity	Develop cross sector partnerships to plant 3m trees by 2035 and improve the management of key habitats and environmental assets to support ecosystem services	GMCA	Green City Region	
	Environmental management	Finalise and publish the GM Urban Pioneer Strategy and commence implementation	GMCA	Green City Region	
		Engage with GM citizens to better understand, value, manage and use their local environment	GMCA	Green City Region	
	GMSF	Specialist environmental training will be completed by all firefighters by Apr 2018 and assess applicability for all GMCA staff	FRS	Safer & Stronger Communities	
		Develop a comprehensive natural capital evidence base for GMSF and begin to create a natural capital investment plan for Greater Manchester	GMCA	Green City Region Housing, Planning & Homelessness	
GM will be a carbon neutral city region	Building energy efficiency	Increase capacity to deliver energy efficient building retrofit in the public sector and demonstrate leadership to commercial building owners	GMCA	Green City Region Business & Economy	
		Deliver a programme of energy switching, local energy advice and domestic energy efficiency retrofit particularly to fuel poor households	GMCA	Green City Region	
	Efficient use of resources	Deliver business support programmes to encourage businesses to generate low carbon energy , become more energy efficient and eco-innovate their goods and services.	GMCA	Green City Region Business & Economy	
		Increase efficiency of resource use in Local Authorities through behavioural change, adoption of good practices, technology innovation and social value procurement	GMCA	Green City Region	
		Work with partners to increase the recycling rates at Household Waste Recycling Centres, and ensure recycling sites are safe and where appropriate, offenders prosecuted	GMCA	Green City Region	
	Local distributed energy	Support the development of energy innovation projects , funded through the ERDF SUD fund, to demonstrate alternative carbon reduction measures/ technologies	GMCA	Green City Region Finance & Investment	
		Complete the Energy Path Network Model for Bury and, if appropriate, develop a smart energy infrastructure masterplan for GM	GMCA	Green City Region Housing, Planning & Homelessness	
		Build a business case for and, if appropriate, develop a municipal energy enterprise	GMCA	Green City Region	
		Design a large scale demonstrator of smart energy systems and heating for GM	GMCA	Green City Region Housing, Planning & Homelessness	
		Define a programme of public sector energy and heat network projects and support both community led and private sector energy generation projects	GMCA	Green City Region Housing, Planning & Homelessness	

	Strategy	Research low carbon pathways to 2050 and ensure low carbon is assessed in cost/benefit analyses of infrastructure investments	GMCA	Green City Region Finance & Investment
		Deliver a Mayoral Green Summit and associated consultation workshops leading to a post 2020 environment strategy	GMCA	Green City Region
		Hold a Cycling and Walking Summit	GMCA GM Moving	Culture, Arts & Leisure Transport & Infrastructure
		Continue implementation of the air quality elements of GM Climate Change and Low Emissions Strategy (changing travel behaviour, managing emissions, greening fleets, awareness raising)	TfGM	Transport & Infrastructure
		Develop projects and commit expenditure to reduce carbon emissions	GMCA	Finance & Investment Green City Region
	GMSF	Develop policies and targets on low carbon energy generation and efficiency to inform GMSF	GMCA	Planning, Housing & Homelessness
Ensure that GM offers a vibrant, stimulating environment for people to live, work, study and play, supported by a world class cultural and leisure offer	Strategy	Begin implementation of GM Great Places project	GMCA	Culture, Arts & Leisure
		Develop GM Town of Culture programme	GMCA	Culture, Arts & Leisure
		Research how we can support the increasing influence of social prescribing in developing new ways of using these facilities to also support and encourage other groups to become or remain active, such as walking football for older people	FRS	Safer & Stronger Communities
		Define the role of the Night Tsar to promote a vibrant and safe night-time economy	GMCA	Culture, Arts & Leisure
	Funding	Agree a GMCA cultural funding programme	GMCA	Culture, Arts & Leisure
		Develop a GM project proposal for the Great Exhibition of the North Cultural Fund	GMCA	Culture, Arts & Leisure
		Progress the HSBC/British Cycling Partnership with GM.	GMCA	Culture, Arts & Leisure
	Implementation	Establish Active Outdoors Network , hold a cross sector seminar and develop GM Active Outdoors Action Plans.	GMCA GM Moving	Culture, Arts & Leisure
		Continue to provide and develop provision of sport and fitness facilities for our communities	FRS	Safer & Stronger Communities

Priority 8: Safe and strong communities

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
GM will have strong, inclusive communities where people feel safe	Strategy	Produce the 2018 GM Police and Crime Plan	GMCA	Safer & Stronger Communities
		Develop proposals for a Criminal Justice Volunteering Strategy	GMCA	Safer & Stronger Communities
		Establish the Cohesion Commission , identify key priorities and deliver against those, including running a public facing communications campaign .	GMCA	Safer & Stronger Communities
	Blue light services	Progress blue light service collaboration (including establishing an Innovation Centre at the new GM FRS Training and Safety Centre)	GMP FRS	Safer & Stronger Communities
		Work with communities, residents and businesses to reduce fires and injury from fires	FRS	Safer & Stronger Communities
	Partnerships	Progress the work of the GM Travel Safe partnership to improve safety on the transport system	TfGM GMP	Transport & Infrastructure Safer & Stronger Communities
		Strengthen relationship with the faith sector , to combat hate crime of all kinds	GMCVO	Safer & Stronger Communities
Greater Manchester will be the most resilient city region in the UK	Strategy	As part of the 100 Resilient Cities programme, develop a Preliminary Resilience Assessment , to inform the development of our Resilience Strategy and resilience priorities over the next two years	GMCA GMRF	Safer & Stronger Communities
		Develop a GM cyber resilience strategy and action plan	GMCA	Digital City Region
	Operational response	Progress the Kerslake Arena Review of Greater Manchester's preparedness and response to the Arena attack	Independent Review	Safer & Stronger Communities
		Progress the work of the Arena attack Recovery Co-ordination Group and deliver against its Recovery Strategy and Action Plan	MCC	Safer & Stronger Communities
		Plan and train with emergency services, local authorities and other agencies to provide the best possible joint response to large scale incidents and civil emergencies	GMRF	Safer & Stronger Communities
		Progress the work of the task force established to the point where all residents living in high-rise residential buildings can be assured that their homes are safe	GMCA FRS	Housing, Planning & Homelessness
		Review the Greater Manchester Justice Devolution MOU and agree roadmap	GMCA	Safer & Stronger Communities

Reducing risk and harm to the residents of Greater Manchester	Reforming the justice system	Be an early implementer and a test-bed for innovative approaches to deliver new models of integrated offender management and justice services , which reflect the needs of local populations	GMCA	Safer & Stronger Communities
		Develop a criminal justice outcomes framework for Greater Manchester	GMCA	Safer & Stronger Communities
		Consolidate, sustain and evolve local models of offender management at the points of arrest, sentence and release from custody	GMCA	Safer & Stronger Communities
		Mobilise the new integrated custody healthcare and wider liaison and diversion service .	GMP GMCA	Safer & Stronger Communities
	Organised crime	Work with the Home Office to tackle modern slavery and human trafficking , addressing organised crime through Programme Challenger	GMP GMCA	Safer & Stronger Communities
	Victims services	Mobilise the new victim services assessment and referral service and develop an outcomes framework	GMCA	Safer & Stronger Communities
	Partnerships	Develop effective Early Intervention and Prevention programmes in partnership	GMCA	Safer & Stronger Communities
Develop new and innovative multi-partnership approaches to reduce anti-social behaviour and low level offending that negatively affect residents lives through Reform workstreams		Police and Crime Panel GMCA	Safer & Stronger Communities	
Protecting and supporting children and young people and those that are vulnerable	Reforming the justice system	Design and launch a GM health and justice strategy .	GMCA H&SCP	Safer & Stronger Communities Health & Social Care
		Design options for a whole system approach for young offenders , building on existing youth offending service provision as part of the wider GM review of Children's Services, alongside the potential development of a Secure Establishment .	GMCA	Safer & Stronger Communities
	Vulnerable children	Monitor and evaluate the GM Missing from Home project .	GMCA	Safer & Stronger Communities

Priority 9: Healthy lives, with good care available for those that need it			
Ambitions		Lead(s)	Lead portfolio(s)
We will work in partnership to improve the health of all GM residents	Our partnership approach will extend to a range of stakeholders across commissioning, provision, health, social care, the 3rd sector and our residents, evidenced through:		
	- Reduce smoking at pace through the implementation of the Tobacco-free GM strategy and smoking in pregnancy standards developed and agreed.	H&SCP (Strategic Partnership Board)	Health & Social Care
	- GM Commitment to Carers and Carers Charter launched with a carers support offer in place in each locality.	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Further development of the VCSE assembly and Reference Group	H&SCP & AGMA	Health & Social Care
	- Development of a GM programme for person-centred and community based approaches with funding agreed and resource established to support localities.	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Pioneer, within this programme, an approach based on the strengths and assets of local residents / communities, and radical expansion of ' social prescribing ' approaches recognising contributions that housing, work, physical activity and social connections make to improving health.	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Development of a coherent offer across health and care to integrate housing into health and social care delivery within the GMHSCP – focussing on the priorities of homelessness ; supported housing and Home Improvement Agency.	H&SCP (Strategic Partnership Board)	Health & Social Care Housing, Planning & Homelessness
	- Establish Specialist Support Teams and additional crisis provision to support community teams to improve the lives of people with a learning disability and/or autism	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Establishment of a GM cancer patient experience leadership group	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Launch the iTHRIVE person-centred model of delivering child and adolescent mental health and wellbeing services across all sectors, including health, social care, education and VCSE (voluntary, community and social enterprise).	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Finalise the investment proposition for the Mental Health strategy (improve access to talking therapies, more capacity and better services for children and young people, better crisis care, and improved support for people with serious mental illness); complementing our plans to reduce suicide and improve care and support for people living with dementia .	H&SCP (Strategic Partnership Board)	Health & Social Care
	- Develop and begin to implement a Greater Manchester Substance Misuse Strategy .	H&SCP supported by GMCA	Health & Social Care Safer & Stronger Communities

	Establishment of a network of leaders to embed physical activity at the heart of social prescribing approaches across GM and raise awareness of and embed the UK Chief Medical Officer's physical activity guidelines into the practice of professionals across the system.	GMCA supported by H&SCP GM Moving	Health & Social Care Culture, Arts and Leisure
	Development and expansion of the Working Well system to create an integrated health and employment offer for business, workers and residents , which will increase economic activity and business productivity and improve quality of life	GMCA supported by H&SCP	Skills, Employment & Apprenticeships Health & Social Care
	Submit application to Sport England (Local Delivery Pilot) which prioritises children and young people aged 5-18 outside the school curriculum, people who are out of work or at risk of becoming workless, and people aged 40-60 with, or at risk of, long term conditions (specifically cancer, cardio vascular disease and respiratory disorders)	GMCA supported by H&SCP GM Moving	Health & Social Care Culture, Arts and Leisure
	Provide and develop provision of sport and fitness facilities for our communities and GMFRS will recruit a team of Community Fitness Volunteers	H&SCP in partnership withFRS	Health & Social Care
We will work in partnership to the transform care and support that our residents can access	Develop a new delivery system for GM health and care services focussing on the transforming of community services and standardisation of acute services:		
	- Continue to develop Locality Care Organisations in all 10 localities of GM, driving integration of health and social care, and alignment with wider public services through place-based hubs coordinated through the LCO infrastructure	H&SCP (through Strategic Partnership Board)	Health & Social Care
	- LCO development supported by GM Maturity Framework in 2017/18 setting out key functions, capabilities and outcomes to be delivered.	H&SCP (through Strategic Partnership Board)	Health & Social Care
	- Primary care operating as part of place-based hubs serving populations of 30k to 50k: - Review all Out of Hours GP Provision in 17/18 - Establish 24/7 urgent care hub - GP Excellence programme - GM Primary Care standards agreed and locality Investment Agreements in place	H&SCP (through Strategic Partnership Board)	Health & Social Care
	- Commence an evidence-based 3-year programme to improve the oral health of the 0-5 age population	H&SCP (through Strategic Partnership Board)	Health & Social Care
	- Provide facilities through wider public service partnerships for our communities to undertake self-health checks for blood pressure, diabetes, etc.	H&SCP in partnership with FRS	Health & Social Care
	- Through Survival Academy, help build a " heart-safe " Greater Manchester to ensure that defibrillators are widely available across GM and begin work to develop the open public register.	H&SCP in partnership with FRS	Health & Social Care
	- First stage of Manchester Single Hospital Service transaction completed	H&SCP	Health & Social Care
	- Advance plans for dissolution of Pennine Acute Trust	H&SCP	Health & Social Care
	- Develop GM Strategy for Hospital based services	H&SCP	Health & Social Care
- Develop a local Maternity system for GM	H&SCP	Health & Social Care	

	- A new GM quality programme to ensure 'care excellence' within adult services, remodelling of primary and community-resources to support independence and a unique new partnership with the CQC to maintain a bespoke GM quality standard.	H&SCP in partnership with GMCA	Health & Social Care
We will work in partnership to enable better care for our residents	ESTATES – ensure we realise the full use of assets and ensure services are as close to residents homes as possible:		
	- All health and care organisations have an estates utilisation plan in place to deliver >80% utilisation	H&SCP in partnership with GMCA	Health & Social Care
	- Agree clear priorities for capital investment and potential funding routes	H&SCP in partnership with GMCA	Health & Social Care
	- Identification of land that could be used for housing or employment opportunities	H&SCP in partnership with GMCA	Health & Social Care
	IM&T – ensure we connect our information / data and improve our capability to connect across health and care services:		
	- Allocate £10M of digital transformation funding to support the GM Digital Strategy and locality transformation plans.	H&SCP in partnership with GMCA	Health & Social Care
	- Move forward at pace with the GM IM&T implementation plan including; - Completing a GM wide assessment of technology assets - Initiating cloud first strategies for organisations and GM. - Implementing a GM public sector wifi standard - Extending our GM wide H&SC docman solution into areas such as optometry, dental and social care.	H&SCP in partnership with GMCA	Health & Social Care
	WORKFORCE – ensuring our workforce is able to provide services to our residents now and in the future:		
	- Agree a set of principles to be embedded across public sector leadership programmes to pro-actively invest in nurturing the skills and competencies of our workforce	H&SCP in partnership with GMCA	Health & Social Care
	- Establish and develop a range of initiatives to ensure we 'grow our own' workforce in GM, including public sector approach to apprenticeships and joining up health & social care careers offers.	H&SCP in partnership with GMCA	Health & Social Care
	- Agree approach to developing a GM employment brand and commence implementation across Health & Social Care to nurture a vibrant employment environment that attracts Health & Social Care professionals to GM	H&SCP in partnership with GMCA	Health & Social Care
	- Provide targeted support with workforce planning and hard to fill priority groups to work to address skills shortages in localities and across the system	H&SCP in partnership with GMCA	Health & Social Care
- Assess new financial incentives for graduates to remain in GM and work in health services	H&SCP in partnership with GMCA	Health & Social Care Skills & Employment	

We will work in partnership to ensure research, innovation and growth informs the development of our services	Refresh GM life sciences strategy	H&SCP	Health & Social Care
	Fully establish Health Innovation Manchester (HinM) and: - a single research hub for GM, and an enhanced clinical trials unit - commencement of projects in precision medicine, focused on new care pathways, novel diagnostics, more targeted treatments, and the use of digital technologies to enhance self-care and greater patient empowerment - partnerships with industry to advance new business models - an innovation access system to support and guide industry innovators	H&SCP	Health & Social Care Business & Economy
	Develop and agree a GM Medicines strategy	H&SCP	Health & Social Care
	Agree initial innovative joint working projects with Pharmaceutical industry which meet GM Priorities.	H&SCP	Health & Social Care
We will work in partnership to achieve financial balance and secure the sustainability of our services for now and the future	Ensure active monitoring against progress both on bridging the financial challenge and on anticipated activity changes	H&SCP	Health & Social Care
	- Develop the programme plans for standardising clinical support and back office services through five key projects on: - Corporate functions - Procurement - Hospital pharmacy - Pathology - Radiology	H&SCP	Health & Social Care
	Develop the GM Commissioning Framework responding to the findings of the GM Commissioning Review	H&SCP	Health & Social Care
	Continue to monitor progress , and take action where necessary, with respect to HSC Transformation Fund signed Investment Agreements	H&SCP	Health & Social Care

Priority 10: An age-friendly Greater Manchester

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
GM will be the first age-friendly city region	Strategy	Launch the GM Age-friendly Strategic Plan , setting out a three year vision and year one actions to become age-friendly, including the production of district-level age-friendly plans. Expert groups will be established to lead work on economy and ageing; housing and planning; culture and ageing physical activity and active ageing; a research advisory group with a focus on financial inclusion.	GMCA	Equality, Fairness & Inclusion
		Develop GM age-friendly transport approaches	GMCA TfGM	Equality, Fairness & Inclusion Transport & Infrastructure
		Embed physical activity consistently into care pathways for those with Long Term Conditions with appropriate support and provision available locally.	GMCA GM Moving	Culture, Arts & Leisure
	Implementation	Launch GM age-friendly kitemark for public, private and community agencies, with the Take a Seat age-friendly business scheme in 20 GM neighbourhoods being the first phase.	GMCA	Equality, Fairness & Inclusion
		Launch a new campaign to promote positive images of ageing	GMCA	Equality, Fairness & Inclusion
		Launch the next phase of the £10m GM Ambition for Ageing programme with GMCVO to promote age-friendly communities and reduce social isolation, and support citizen-led models such as the 'Village' and NORCs (naturally occurring retirement communities)	GMCA GMCVO	Equality, Fairness & Inclusion
	Prevention	Work with the Jo Cox Foundation to highlight loneliness and intergenerational links , including volunteering opportunities for older people	GMCA	Equality, Fairness & Inclusion
		Work with partners to develop a falls response service , based on a standardised evidence based approach	FRS GMCA	Safer & Stronger Communities Culture, Arts & Leisure
		Deliver 15,000 Safe and Well Visits in people's homes every year and ensure people living with dementia receive Safe and Well visits and advice in ways that meets their needs.	FRS	Safer & Stronger Communities
GM will be recognised as a global centre of excellence for ageing	International networks	Join the World Health Organisation's global network of age-friendly cities and co-host visits from a range of international cities	GMCA	Equality, Fairness & Inclusion
	Education and dissemination	Host expert briefings and events on key ageing-related topics , including Inequalities in later life; Sex and Intimacy in later life; and future of housing and ageing.	GMCA	Equality, Fairness & Inclusion
		Publish and promote: opinion pieces and articles in national and international journals; a GM age-friendly design guide; and provide evidence to GM agencies of the commercial opportunities of ageing	GMCA	Equality, Fairness & Inclusion
	Strategy	Publish options for the establishment of a GM centre for Ageing and Culture	GMCA	Equality, Fairness & Inclusion
Funding	Lead and participate in a range of international initiatives including: European urban ageing bid with Oslo and Amsterdam under the auspices of Eurocities; with New York, Stuttgart, Bangalore an international agreement on ageing, in The Hague; and as an EU Active Ageing Reference site in range of EU initiatives, including applying for EU funds	GMCA	Equality, Fairness & Inclusion	
GM will see increased levels	Employment charter	Integrate age-friendly employment into the GM Employment Charter , including hosting an Employers' summit on older workers and age-friendly workplaces.	GMCA	Equality, Fairness & Inclusion

of economic participation in the over 50s, with our older people remaining economically active for longer	In work support	Develop and test new approaches to support older people to secure and retain employment through Working Well and the Ageing Hub	GMCA	Skills, Employment & Apprenticeships Equality, Fairness & Inclusion
	Into work support	Report on the CFAB/CLES project into unemployment in mid-life.	GMCA CfAB	Equality, Fairness & Inclusion

Enablers: Enabling actions will support the implementation of the 10 GMS outcomes, providing the systems, processes and conditions to do things differently

Enabler	Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
Enabler 1 - Communities in control	Provide more accessible ways for people and communities to engage with and influence decision making , including:		
	- Listening to and engaging with the public as the new draft of the GMSF is developed, as well as keeping the public updated on progress.	GMCA	Housing, Planning & Homelessness
	- Establishing the Youth Combined Authority	GMCA	Policy & Strategy
	- The GMCA signing a concordat with the VCSE sector	GMCA	Policy & Strategy
	- Develop with Health and Social Care the role of the VCSE assembly and Reference Group	H&SCP GMCA	Health & Social Care
	- Insight and co creation work with communities to begin implementation of GM Moving across the life course.	GMCA	Culture, Arts & Leisure
	- Establishing a Mayoral Business Advisory Panel to deliver shared solutions to the challenges holding back growth and affecting competitiveness.	GMCA	Business & Economy
	- Establish a LEP Foresighting Group to work with the private sector to look at how GM can manage and take advantage of medium-term global trends such as ageing, automation, and so on.	GMCA	Business & Economy
	- Through GM-Connect consult and agree with specific groups and the general public on a secure information sharing model	GMCA	Digital City Region
	- Building on first GM Digital Summit, agree specific actions to increase the level of Digital inclusion across GM in consultation with communities	GMCA	Digital City Region
	- Through GM-Connect continue to establish information sharing agreements in priority areas using the Information Sharing Gateway	GMCA	Digital City Region
- Work with the VCSE to develop proposals for GM becoming Autism and Dementia friendly, and ensuring GM is better equipped to support all equalities groups	GMCA	Equality, Fairness & Inclusion	
Enabler 2 – People at the	Develop a GM approach to workforce development and redesign of future roles, informed by place-based integration early adopters, and a bank of best practice	GMCA	Policy & Strategy
	Develop new approaches to performance management and evaluation designed around what matters to people, aligned to the GM Outcomes Framework	GMCA	Policy & Strategy
	Develop new approaches to public service delivery , by working with communities, understanding what matters and utilising their assets	GMCA	Policy & Strategy

heart of everything we do	Drawing on best practice within GMP, TfGM, GMFRS, GMWDA and GM districts, develop a GMCA-wide approach to satisfying the requirements of the statutory Equality Duty , including the publication of relevant, proportionate information demonstrating compliance with the Duty, and the setting of specific, measurable equality objectives	GMCA	Equality, Fairness & Inclusion
	Conduct a survey of the police workforce to identify areas where warranted and civilian staff wish to raise concerns or see improvements.	GMP GMCA	Safer & Stronger Communities
Enabler 3 – An integrated approach to place-shaping	Make progress towards the development of locality-based single budgets , beginning with a single budget for defined place within an exemplar locality	GMCA	Policy & Strategy
	Develop a local implementation plan for the roll-out of Place-based Integration models in every locality in GM, ensuring local plans are aligned to neighbourhood populations of 30k-50k, along with a Public Service Hub function in every locality in GM	GMCA	Policy & Strategy
	Through GM Connect, design and test operational information sharing and analytical solutions operational information governance solutions and analytical solutions which support our future ambitions for reform , in particular integrated delivery supported by shared intelligence and an understanding of risk within our population	GMCA GM Connect	Digital City Region Policy & Strategy
	Set out an integrated land use and infrastructure plan for GM through GMSF.	GMCA TfGM	Transport & Infrastructure Housing, Planning & Homelessness
	Develop an integrated GM Investment Framework to enable an integrated based placed approach, which reflects existing investment activity and future funding (inc post Brexit regional funding).	GMCA	Policy & Strategy
	Continue to developing MappingGM as a platform for place-based information sharing, visualisation, and analysis	GMCA GM Connect	Digital City Region
Enabler 4 – Leadership and accountability	Build 'place leadership' capacity around real place-based challenges, initially in three localities through the next phase of the LeadingGM programme and continue to grow and support the pan-GM Leadership Community through the core programme	GMCA	Policy & Strategy
	Focus Reform Board strategic agenda and activity around delivery of four key priorities ; School Readiness, Work Readiness, Homelessness and Ageing Well	GMCA	Policy & Strategy
	Hold monthly Mayoral Question Times	GMCA	Policy & Strategy
	Refresh GMCA website and GMS communications strategy	GMCA	Policy & Strategy
	Establish appropriate reporting arrangements for GMS	GMCA	Policy & Strategy
	Establish and deliver new GMCA scrutiny arrangements	GMCA	Policy & Strategy
Enabler 5 – Taking control of our future	Continue to identify future asks of Government , including fiscal tools and GM financial settlements, which will support the development and delivery of our strategy and submit GM priorities for consideration by the Government in the Autumn Budget	GMCA	Policy & Strategy
	Maintain regular implementation meetings with Government to ensure existing devolution deals are fully implemented	GMCA	Policy & Strategy

Current and future bus services in Greater Manchester

GMCA, Housing, Planning & Environment
Overview & Scrutiny Committee
18 October 2017



Bus services in Greater Manchester

- Since October 1986, Greater Manchester has had a deregulated bus market
- Around 81% of current mileage is operated on a commercial basis
- For these services, bus operators set the routes, timetables, fares, frequencies and quality standards
- The remaining 19% of services are financially supported by TfGM. These are services or journeys where there is a social need, but which aren't provided by the commercial market
- This means the bus system is not planned or marketed in an integrated manner, with a focus on competition between services (bus and other public transport), rather than with car
- While TfGM currently has no direct control over the commercial bus network we do monitor commercial services to assess performance which in turn helps inform our discussions with operators regarding poor performance to bring about positive change

Tendering process

- TfGM puts out to tender the vast majority of subsidised services
- Subsidised services are designed in-house to fill the gaps left by the commercial services including those which are withdrawn
- TfGM also subsidise some school buses and have acquired 93 yellow school buses which have pupil, school and parent contracts
- TfGM also procure Demand Responsive Transport services for areas of low demand or where transport provision is “challenging”, using community transport operators under special provisions in the 1985 Act

Legal and political structure

- Services usually need to be registered with the Traffic Commissioner giving 56 days notice
- The Traffic Commissioner for the North-West, Simon Evans, retains responsibility for granting operating licences and subsequently ensuring operator compliance in standards of maintenance and punctuality
- Where necessary, he is able to take punitive measures following a public inquiry against operators who fail to comply ranging from financial penalties to reductions in the number of vehicles they can operate up to revocation of operating licences in serious cases.

TfGM bus statistics

- Bus journeys represent 80% of all public transport trips
- 19% of mileage operated in Greater Manchester is subsidised, carrying around 20m passengers
- Contracts:-
 - approx. 263 ordinary bus services
 - approx. 349 school services
 - Metroshuttle (Manchester, Bolton and Stockport)
 - 93 Yellow School Buses
- Other services include the provision of flexible transport including Demand Responsive and Community Transport



Service performance & monitoring

Contracted services are subject to an intensive monitoring programme to ensure value for money:

- a. **Bus Stations** – bus Station Supervisors carry out subsidised monitoring
- b. **Punctuality, Reliability & Monitoring Surveys (PRMS)** – provides a further 100,000 subsidised observations per year
- c. **Revenue Monitoring** – revenue checks are carried out on contracts where TfGM takes the revenue risk
- d. **Custom Monitoring** – a wide range of monitoring is used to investigate problem contracts and customer comments

Service performance & contract management

- Financial deductions are made when service delivery is not at the required level
- Should standards not be improved, further action up to and including termination can be taken
- Furthermore, the performance of all operators is now being monitored in order to provide a supplier rating score
- This is a ranking process which aims to improve quality levels across the network. Some operators who fail to meet the minimum criteria will be unable to tender for new contracts until their performance improves



Working with highway authorities

- As part of the Network Management Duties under the Traffic Management Act the 10 Highway Authorities within Greater Manchester have an obligation to properly secure the expeditious movement of traffic and improve reliability.
 - Where necessary they should work with the Traffic Commissioner and bus operators to formulate and implement improvement plans for bus punctuality
 - TfGM works with districts and bus operators to minimise the impact of disruption on the highway network
 - This involves:
 - Reviewing the impact of traffic management proposals on the operation of the bus network
 - Working with Districts to address operational ‘Hotspots’ and develop proposals to enhance bus performance
 - Seeking to mitigate the impact of roadworks where possible
 - Seeking to secure appropriate gritting to keep buses moving during periods of severe weather
-

Further roles and responsibilities of TfGM (Bus)

- Provision of a local concessionary fare scheme and reimbursement to operators for this and the national concessionary scheme, resulting in a spend in the order of £60m
- Provision of high quality bus stations across Greater Manchester for which departure charges are collected from operators, used by around 80m passengers annually
- Provision of publicity and information to promote bus travel across the network via leaflets, bus stop publicity and 15 TfGM Travelshops which sell £14m in ticket sales
- Provide 12,200 stops and over 4,400 shelters and other appropriate infrastructure to promote access and security for passengers and operators
- Monitoring and promoting public transport across the area



Green Bus Fund

- DfT funding has supported the purchase of 101 environmentally-friendly, diesel-electric hybrid vehicles which fall into 3 categories:
 - General Network Buses – 27 vehicles to be used on contracts providing Monday-Sunday subsidised services
 - Yellow School Bus – 52 vehicles
 - Metroshuttle – 22 vehicles operating on the 3 routes which comprise the free Manchester city centre service
- The above fleet is supplemented by 3 fully electric vehicles that operate on the Manchester Metroshuttle.

Devolution and the future of bus services in GM



‘Our Vision for Bus’

Transport Strategy 2040 Principles and Themes

ONE NETWORK - *an integrated multi-modal public transport system*

SIMPLE FARES AND TICKETING - *a simplified and integrated fares system across all modes*

CUSTOMER FIRST - *a great passenger experience*

VALUE FOR MONEY - *efficiency to enable further investment*

The case for change

- An effective GM growth strategy needs certainty and integration across local transport offer to widen labour markets and maximise labour market participation
- Bus travel needs to attract greater patronage and play a key role at the heart of a fully integrated, efficient and effective wider transport system
- A single coherent identity for transport in GM would ensure simplicity for commuters and improve the visitor experience
- A model is needed to achieve these outcomes, combining the best of the public and private sectors, in-keeping with the GM growth and reform agenda

The Bus Services Act

- On 27 June 2017, a new law, the Bus Services Act, commenced
- The Act provides Greater Manchester with new powers to reform the bus market, to help achieve the transport objectives in the 2040 Transport Strategy
- The powers include new types of partnership and the option to franchise bus services
- On 30 June, Greater Manchester Combined Authority (GMCA) instructed TfGM to prepare an assessment of a proposed franchising scheme and compare it to other options



Enhanced Partnership

This includes new options for creating partnerships with operators.

A Local Transport Authority (LTA) could work with bus operators to set standards for local bus services such as:

- Ticketing
- Branding
- Services frequencies
- Vehicle specifications

Enhanced partnership schemes are voluntary and go ahead with sufficient support from bus operators, in agreement with an LTA.

They cannot specify ticket prices or compel operators to provide services.

Bus Franchising

- The Bus Services Act grants the newly elected Mayor of GM the power to franchise bus services, should he choose to do so and subject to public consultation
- This is the system that is currently used in London
- Services would be run by private operators under contract to TfGM
- TfGM, on behalf of the Mayor, would determine the routes, fares, frequencies and set the quality standards for all services

Customer information

- The Act requires bus operators to make information about local services available in audio and visual displays while on board
 - This could mean electronic signage and audio announcements about next stop and onward travel
 - This is designed to improve accessibility
 - This will bring buses in-line with Metrolink and the Metroshuttle buses
 - The Act requires data on routes, timetables, punctuality and fares to be made 'open'
 - This creates new opportunities for tech companies to bring innovative products, improving customer information
 - *NB* – DfT have yet to undertake a consultation on the details, such as the implementation timescales, associated with this
-

Next steps

- The GMCA has instructed TfGM to prepare an assessment of the franchising scheme that can be compared with options that include both partnership and franchising options
 - TfGM has now requested a range of information from bus operators who run local services within and into Greater Manchester
 - The information requested includes such things as the number of journeys run, passenger numbers and fare structures
 - As we prepare the assessment, we'll also be engaging with bus operators to consider and assess other realistic options available to improve bus services, including new types of partnerships
 - This will give us a more detailed understanding of the local bus market to enable us to prepare the assessment of a proposed bus franchising scheme
 - The outcome of this will provide the elected Mayor with the information to make an informed decision on future reform of the bus market
 - We are still awaiting publication of further statutory regulations and guidance. The regulations will allow TfGM to ask operators for additional information to inform the assessment process.
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Planning, Housing & Environment Overview & Scrutiny Committee

Date: 18 October 2017

Subject: Greater Manchester Spatial Framework (GMSF) - Update

Report of: Anne Morgan, Head of Planning Strategy, GMCA

1. PURPOSE OF REPORT

1.1 Scrutiny requested an update on the Greater Manchester Spatial Framework at their meetings.

2. RECOMMENDATIONS

2.1 Members are asked to:

- a) Note the report.
- b) Comment on the issues that the response to the housing consultation should cover.

3. CONTACT OFFICERS

3.1 Chris Findley, Assistant Director, Salford, GM Planning lead
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Anne Morgan, Head of Planning Strategy, GMCA
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4. BACKGROUND

4.1 Scrutiny received a briefing on the Greater Manchester Spatial Framework at its meeting in September. It was agreed at that meeting that the Spatial Framework would become a standing item on the Scrutiny agenda.

4.2 Since the last meeting there have been 2 main developments:

- Government released a consultation document (Planning for the right homes in the right places) which takes forward several proposals from the Housing White Paper, on 14 September 2017.
- Responses to the consultation on the Draft GMSF were released on 28 September 2017.

5. PLANNING FOR THE RIGHT HOMES IN THE RIGHT PLACES: CONSULTATION

- 5.1 The long awaited consultation on the standardised methodology for calculating Objectively Assessed Housing need was published on the 14 September for 8 weeks, ending on 9 November 2017. The consultation can be found at the following link
<https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals>
- 5.2 While attention will understandably be focused on the housing need methodology, the consultation deals with several other important issues identified in the White Paper and signals the intention to revise the National Planning Policy Framework in spring 2018
- 5.3 The consultation sets out proposals in relation to:
- Calculating local housing need.
 - Statement of common ground.
 - Planning for a mix of housing needs.
 - Neighbourhood planning.
 - Viability assessment.
 - Planning fees.
- 5.4 A brief outline of the proposals is attached at Appendix 1. It is proposed that the GMCA respond to this consultation and to the 19 detailed questions which are posed. The key areas that it is considered the response should cover are set out below.
- i) Local housing need – in its response to the Housing White Paper, Greater Manchester supported the approach to a standard methodology to calculate housing need. The Government propose a simple calculation which takes the Sub National Households projections as the baseline and adjusts this according to an affordability ration. For Greater Manchester this results in a figure of 10,708 per annum for the period 2016-2026. This figure is slightly below that in the Draft GMSF (11,360 pa).
 - ii) The consultation proposes a figure of 10,708 for the period 2016-2026. It is not clear why a 10 year figure has been proposed as the National Planning Policy Framework (NPPF) recommends that plans are prepared with a longer time horizon 'preferably 15 years'. Government needs to clarify whether the NPPF is to be altered to reflect a 10 year time horizon, or whether Local Authorities will still be required to look longer term.

- iii) Government recognise that the 'Duty to Co-operate' is not working effectively and propose some changes to this with the introduction of 'Statements of Common Ground' whilst it is welcomed that problems with the Duty to Co-operate' are recognised, there are concerns that the proposals put forward will not resolve the situation.
- iv) Government is proposing a change to national planning policy to ensure that where applications meet viability requirements set out in local planning policies, they should be assumed to be viable. Whilst this is appealing at first glance, there is a concern that viability assessments produced at the plan-making stage can only ever be broad brush, dealing with generic sites and standardised assumptions. This would require a very cautious approach, for example making a significant allowance for abnormals. Policies based on this level of viability could result in more viable sites contributing far less to affordable housing and infrastructure than they would actually be capable of doing.
- v) The Housing White Paper contained proposals to allow a further 20% increase for authorities 'who are delivering the homes their communities need'. This consultation is seeking view on the appropriate criteria to enable this increased fee to be applied.

5.5 The views of Scrutiny members are sought in relation to the issues that the response should cover, including but not limited to those outlined

6. PUBLICATION OF CONSULTATION RESPONSES

6.1 The consultation responses to the Draft GMSF 2016 consultation have now been published. The 27,000 responses received is the biggest consultation that Greater Manchester or its constituent councils have handled. Respondents can now see their own responses alongside the comments of others. Given the problems that some people found accessing the consultation portal, a new 'landing' page has been designed which allows people to search via name of consultee/agents and keywords. Comments can also be viewed via the consultation portal itself. Respondents are encouraged to check that their responses are online and to raise any issues with the Planning & Housing team.

7. RECOMMENDATIONS

7.1 Recommendations are found at the front of the report.

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.

- Minutes of the Housing, Planning & Environment Overview & Scrutiny Committee dated 7 September 2017.

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

Planning for homes in the right places; consultation proposals

Introduction

The long awaited consultation on the standardised methodology for calculating Objectively Assessed Housing need was published on the 14 September for 8 weeks, ending on 9 November.

While attention will be focused on the methodology, the consultation deals with several other important issues identified in the White Paper and signals the intention to revise the National Planning policy Framework in Spring 2018.

In the Housing White Paper, HM Land Registry announced the aim of achieving comprehensive registration by 2030. The Government is contributing to that aim by registering "...all publicly held land in the areas of greatest housing need...by 2020, with the rest to follow by 2025." Alongside this consultation the Government has published a list of local authorities that has been compiled using the new approach to assessing local housing need and the percentage of unregistered land. 4 GM authorities are listed; Manchester, Oldham, Stockport and Wigan. It is not yet clear what this designation will mean in practice

The consultation sets out proposals in relation to:

- Calculating local housing need
- Statement of common ground
- Planning for a mix of housing needs
- Neighbourhood planning
- Viability assessment
- Planning fees

Summary of the Proposals

Calculating the local housing need

A new standard method for calculating local housing need, including transitional arrangements is proposed. This is intended to ensure that robust housing targets are established in each local authority area and then reflected in realistic Local Plans. The new methodology would use household growth projections as the baseline for local housing need, adjusted for affordability – a multiplier would be applied in areas of low affordability. The model includes a cap designed to limit the level of increase. DCLG estimates that the new methodology could result in local housing need figures rising by an average of 35% in more than 150 local authority areas.

The methodology proposes a local housing need figure for a 10 year period, 2016-2026. Local plans should be planning for a 15 year period, however it is unclear what figure should be used beyond 2026.

It is proposed that NPPF is amended so that having a robust method for assessing local housing need becomes part of the tests that plans are assessed against and that use of the standard method will be sufficient to satisfy the ‘soundness test’

There is an expectation that LPAs/mayors adopt the standard approach. There would need to be compelling evidence which would be tested at examination if the standard approach is not followed. There should be ‘very limited’ grounds for adopting an alternative approach and Inspectors would take the Government ‘number’ as a reference point when considering the alternative method. The limited grounds are not specifically set out in this consultation.

LPAs may put forward a local housing need above the Government approach as a result of a strategic infrastructure project, bespoke housing deal etc. Planning guidance will be amended so that Planning Inspectors work on the assumption that in these instances, the approach adopted is sound unless there are compelling reasons to indicate otherwise.

The table below sets out the proposed housing need for authorities in Greater Manchester compared to the Objectively Assessed Need/Requirement as set out in Draft GMSF 2016.

	Government OAN	GMSF OAN	GMSF requirement
Bolton	798	821	840
Bury	597	610	625
Manchester	2661	3120	2765
Oldham	716	780	685
Rochdale	514	567	775
Salford	1385	1502	1745
Stockport	1078	1011	965
Tameside	648	679	680
Trafford	1319	1296	1155
Wigan	992	975	1125
GM	10,708	11,361	11360

The consultation document contains an important section on ‘joint working’ which recognises that many local authorities are already working together to identify their housing need. There is an expectation that where plans are being prepared jointly/Mayoral strategic plans, the proposed approach will produce a single assessment of the housing need for the area as a whole and that the defined need should be the sum of the local housing need for each local authority area. It will be for the relevant planning authorities/Mayor to distribute this total housing need figure across the plan area.

It is proposed that the local planning authorities will be able to rely on the evidence used to justify their local housing need for a period of two years from the date on which they submit their local plan. This should prevent delay in the plan making process caused by LPAs having to revisit their evidence/carry out further consultation when new population/household projections were produced etc.

The document also sets out proposals for implementing the new standardised methodology. It sets out that it would apply 'immediately' from 31 March 2018 where plans are more than five years old, or if new plans have not been submitted to the Secretary of State before that date. Local Plans submitted before this date may use the current approach, and then use the new methodology when next reviewing or updating the Plan.

It is proposed that the new method for calculating local housing need would apply as a baseline for assessing the 5 year housing land supply from 31 March 2018 where there is not an up to date plan in place.

Government is also consulting on whether national policy should be changed to allow local authorities who have co-operated on a joint plan to calculate their 5 year supply at the 'whole plan' level rather than for each constituent district.

Statement of common ground

Government recognises that the current arrangements around 'duty to co-operate' are not working effectively. The proposed approach is to require local authorities to agree Statements of Common Ground with neighbouring local authorities within 12 months of the publication of the Government's changes to the NPPF. The statements should set out cross-boundary matters, including housing need for the area, distribution and proposals for meeting any shortfalls. Where districts are not producing statements of common ground, Government will consider intervention to ensure that communities and neighbouring authorities are not disadvantaged by authorities who are not effectively co-operating.

The duty to co-operate does not apply to Mayors with plan-making powers but Government is seeking views on the most effective way of introducing the statement of common ground in areas with mayors with strategic plan-making powers.

Planning for a mix of housing needs

It is important that local authorities do not just plan for the right number of homes but also the different size, type, tenure and range of housing that is required. Government recognises that this is traditionally carried out as part of the Strategic Housing Market Assessment (SHMA) but considers that given the new approach to assessing local housing need, planning guidance will need to be updates on how to plan for different types of homes. Government have identified several categories of types and tenure, (older and disabled people; families with children; affordable housing; self-build and custom development; student accommodation; travellers who have ceased to travel; private rented sector and build to rent housing) although are clear that this is not an exhaustive list.

Section 8 of the Neighbourhood Planning Act 2017 requires the SoS to provide guidance on how local authorities should address housing needs arising from old age or disability. Government is proposing that the definition of older people set out in NPPF is fit for purpose but is requesting views on this. The definition reads

'People over retirement age, including the active, newly retired through to the very frail elderly whose housing needs can encompass accessible, adaptable general needs housing for those looking to downsize from family housing and the full range of retirement and specialised housing for those with support or care needs.'

Neighbourhood planning

The document sets out that local authorities with up to date plans would be expected to provide neighbourhood planning groups with housing need figures for their areas, while in areas without an up to date Local Plan, councils could use a standardised formula-based approach to provide a figure.

Viability assessment

Government is proposing a change to national planning policy to ensure that where applications meet viability requirements set out in local planning policies, they should be assumed to be viable. Government is also going to amend NPPF so that LPAs and mayors set out in their plans how they will monitor, report on and publicise funding secured through s106 and how it is spent.

Planning fees

Regulations will be brought forward at the earliest opportunity to enable local authorities to increase planning fees by 20% as set out in the Housing White Paper. The Housing white Paper also contained proposals to allow a further 20% increase for authorities 'who are delivering the homes their communities need'. This consultation is seeking view on the appropriate criteria to enable this increased fee to be applied.

WORK PROGRAMME HOUSING, PLANNING & ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

The table below sets out the Scrutiny's work programme for Members to develop, review, and agree. This is a 'live' document and will be updated where necessary at each meeting to ensure that the Committee's work programme remains current.

At the Committee's first meeting the following standing agenda items were agreed:

- brief update on the Greater Manchester Spatial Framework (if no substantive item is on the agenda)
- work programme

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

It is anticipated that the GMS implementation plan on this meeting's agenda (item 6) will also help to inform the committee's work programme. The Committee may also choose to establish a task and finish group to investigate a particular topic in more detail.

MEETING DATE	TOPIC	CONTACT OFFICER	REASON FOR SUBMISSION TO SCRUTINY COMMITTEE
18 th Oct 2017 6pm	GM Strategy Implementation Plan	Simon Nokes (John Holden) GMCA	Provides an update on the development of the Greater Manchester Strategy Implementation Plan. This will provide the Committee with information as to the key policy areas of the GMCA which could shape their work programme and an opportunity to comment on the plan before it is submitted to the GMCA.
	Bus Services in Greater Manchester'	Rod Fawcett TfGM	Further detail on how bus services were currently provided and the options that the Bus Services Act 2017 may provide.
16 th Nov 2017 10.30	Transport Strategy Update	Simon Warburton TfGM	An overview of GM's transport strategy to assist the committee's understanding of this area and identify where they can add value to this work.
	Greater Manchester Housing Affordability	Paul Beardmore GMCA Housing Lead	The committee highlighted this as an area of interest.
13 th Dec 2017 6pm	GM as a carbon neutral city region.	Mark Atherton GMCA Green City Region Lead Officer	The committee highlighted this as an area of interest.
	Tbc		

Item 9

MEETING DATE	TOPIC	CONTACT OFFICER	REASON FOR SUBMISSION TO SCRUTINY COMMITTEE
15 th Jan 2018 10.30			
15 th Feb 2018 6pm	Timetable for preparation of the revised GMSF	Anne Morgan Head of Planning Strategy, GMCA	To ensure that the committee remain fully briefed on the production of the revised strategy.
13 th Mar 2018 10.30pm			
17 th Apr 2018 6pm			
15 th May 2018 10.30pm			

ITEMS TO BE SCHEDULED

- Strategic work on tenure, social housing and work to improve the quality of homes in the private rented sector.
- Work being undertaken to address long term empty homes across Greater Manchester.