

GREATER MANCHESTER COMBINED AUTHORITY

Date: 2nd September 2020

Subject: Greater Manchester Living with Covid Resilience Plan

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

PURPOSE OF REPORT:

To provide GMCA with the final draft Living with Covid Resilience Plan for review and endorsement. Approval is also sought for the proposed mechanisms to drive system wide change within the development and delivery of policies and activities to tackle inequalities highlighted and exacerbated by Covid. The successful implementation of this plan will build resilience for further outbreaks and enable mechanisms for Greater Manchester to build back better.

RECOMMENDATIONS:

GMCA are asked to:

1. Review, and subject to comments, agree the Living with Covid Plan, and support its implementation as a system wide driver for change and improvement.
2. Consider an approach whereby all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities, environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.
3. Building on the recommendation above, develop a mechanism to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.
4. Consider whether adopting minimum targets or standards for each locality or neighbourhood would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that address

inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.

CONTACT OFFICERS:

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

Amy Foots, Strategy, GMCA amy.foots@greatermanchester-ca.gov.uk

Equalities Implications:

Previously existing and newly arising inequalities in our society have been clearly evidenced by the coronavirus pandemic. The Living with Covid plan seeks to fully understand those differential impacts and begin to redress the inequalities through the actions in the plan and also the proposed mechanisms in the recommendations on future ways of working, enabling the GMCA to better understand and more robustly respond to inequalities where they are evidenced.

Climate change impact and mitigation measures:

The Living with Covid plan includes actions which aim to support our climate change ambitions. Actions contained in the plan will help reduce carbon emissions and to retain and improve recent environmental improvements, along with supporting Greater Manchester to be better equipped to respond to climate change going forward. It should however be noted as more of the Greater Manchester economy restarts and travel levels increase, the temporary environmental gains seen during lockdown, may in part be reversed.

Risk Management:

N/A

Legal considerations:

N/A

Financial Consequences – Revenue:

The specific actions contained in the Living with Covid Plan will be delivered within existing resource. The Plan does however contain actions, and support wider Greater Manchester activity making the case for additional resources from Government, and distribution of funds to support strategic ambitions.

Financial Consequences – Capital:

The specific actions contained in the Living with Covid Plan will be delivered within existing resource. The Plan does however contain actions, and support wider Greater Manchester activity making the case for additional resources from Government, and distribution of funds to support strategic ambitions.

Number of attachments to the report: N/A

Comments/recommendations from Overview & Scrutiny Committee

Will be considered by O&S committees in September

BACKGROUND PAPERS:

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		
GM Transport Committee	Overview & Scrutiny Committee	

1. INTRODUCTION AND BACKGROUND

1.1 The Greater Manchester Living with Covid Resilience Plan is a one year delivery document, which considers the impacts arising from Covid and captures the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognises the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also seeks to acknowledge the positive gains and innovations which supported Greater Manchester's response to the pandemic.

1.2 The Living with Covid Plan provides a bridge between the existing Greater Manchester Strategy and the refresh now due to take place next year. The one year plan is not intended to be the long term strategy for Greater Manchester, it is a delivery plan to support Greater Manchester's people, places and businesses over the next year, building resilience for further outbreaks of the virus or other emergencies and supporting Greater Manchester to rebuild and develop our economy and society. The Plan focuses on the major issues that GM as a whole

needs to respond to in order to build resilience for the ongoing pandemic and in the event of future emergencies and to respond to inequalities revealed or exacerbated by Covid.

1.3 As stated above the Living with Covid Plan is not intended to be the long term plan for Greater Manchester. When finalised this plan will sit alongside a wider package of proposals which will include: the Greater Manchester submission to the Comprehensive Spending Review and Devolution & Local Recovery White Paper, as our mechanism to secure further powers and resources from Government to drive the longer term recovery of the city-region; an economic proposition on the economic renewal and growth case to be made to Government; GMSF and Clean Air consultations; and, place based investment activity including Brownfield Land Fund and Transforming Cities Fund. This comprehensive package together will set out again Greater Manchester's bold plans, demonstrating our ability to live with, and learn from Covid, and Greater Manchester's clear and focused direction and plans for the future.

1.4 The final draft of the plan is attached for comment and endorsement. The Plan is structured in three parts:

- An opening contextual narrative;
- An articulation of the impacts observed (both positive and negative), with a package of GM deliverables responding to those impacts; and,
- A table of actions to be delivered

1.5 It is important to recognise that the GM deliverables identified in the plan will require system wide action, rather than action by one partner alone. The table of actions therefore identifies a lead partner to coordinate that action, key actions by that partner and examples of supporting actions by the wider system which will drive the attainment of the GM deliverables. These tables do not seek to capture all the actions that GM will be taking but give a flavour of actions from across the system. In the main it also focuses on actions within current resource constraints rather than committing to actions which might have a significant financial consequence.

1.6 In developing the plan, how GM responds to the inequalities that Covid has laid bare has been a recurrent theme. Obviously many of the action identified will help to address inequalities but there is a concern that these alone will not be enough. GMCA approval is therefore sought for the range of mechanisms set out in the recommendations (over and above the individual actions) that could support the system and behaviour changes which will be required if GM is to genuinely tackle inequalities and not simply build back our previous approaches but provides the framework to enable building back better.

2. LIVING WITH COVID PLAN IMPLEMENTATION GOVERNANCE

- 2.1 The development of the Living with Covid Resilience Plan has been overseen by the multiagency Recovery Coordination Group (RCG). This group will not continue to regularly meet in its current form, but will continue to meet quarterly to maintain oversight of the Plan's implementation. The RCG's oversight will seek to ensure progress is being made against the GM deliverables, and that system wide developments and innovations continue to shape and inform our ongoing response to the Covid pandemic. It will also ensure that actions are being delivered in the spirit in which they have been developed, providing a platform for Greater Manchester to build back better.
- 2.2 In addition to the ongoing role for the Recovery Coordination Group, the Age-friendly GM and Equalities Portfolio will have responsibility for the oversight and implementation of the recommendations set out in this paper about mechanisms to drive effective responses to evidenced inequalities.
- 2.3 As per existing arrangements, monitoring of the Greater Manchester Strategy performance metrics will continue to be provided to the GMCA, the LEP and VCSE Leadership Group for comment and endorsement.

3. RECOMMENDATIONS:

3.1 GMCA are asked to:

1. Review, and subject to comments, agree the Living with Covid Plan, and support its implementation as a system wide driver for change and improvement.
2. Consider an approach whereby all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities, environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.
3. Building on the recommendation above, develop a mechanism to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.
4. Consider whether adopting minimum targets or standards for each locality or neighbourhood would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that address inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.

Greater Manchester Living with Covid Resilience Plan

Context:

The Living with Covid Resilience Plan frames Greater Manchester's response to the pandemic, capturing actions to be delivered in the next year, which will support our ability to respond to the ongoing pandemic and will build resilience in our city-region for both now and in the future. In responding to, and living with coronavirus, the position of Greater Manchester, like the rest of the UK and even the world, is highly changeable. This plan therefore seeks to be dynamic and provide a framework to our collective responses as we continue to adapt and flex to meet the changeable needs in terms of responses.

At the time of writing, Greater Manchester is in a partial lockdown, no vaccine has been developed, and therefore for the next year or maybe longer, we will be living with Covid. This plan tries to learn the ongoing lessons from the coronavirus pandemic, building resilience to our ongoing response and seeking to lay the foundations to enable the city-region to build back better.

As the situation continually changes, ongoing evidence based decision making and strong leadership will be paramount. Led by the epidemiology, and balancing the health, economic and societal needs, Greater Manchester will continue to face those challenging decisions head on. Recognising that tough choices and trade-offs may be required.

This plan does not seek to capture everything that will be delivered in the next year. Our existing strategies, long term plans and aspirations still stand, and across the Greater Manchester system, our localities, policy areas, sectors and agencies reframing, recovery and re-start activity following the lockdown are now underway. This plan is complementary to that activity and seeks to draw together interventions which are required to build resilience while living with Covid and where the whole system has a role to play in their delivery. This plan also has a key role to play in driving system change, and provides a bridge between the existing Greater Manchester Strategy and the refresh of that document now planned for next year.

The plan takes account of Greater Manchester's overarching principles which were determined early on in our response to the pandemic, and continue to shape and guide the development of our Living with Covid Resilience Plan:

- Inequalities / poverty
- Safe GM / Standards
- Co-design, civil society and social infrastructure
- Building a confident city-region
- Resilient city-region
- Recovery in the context of GMS (opportunities to achieve our aims faster; risks to achieving our aims)
- Behaviour change

Living with Covid:

Greater Manchester is a place which believes everyone should reach their potential. A place where we all pull together: collaborating, contributing and working together to help everyone thrive.

In the Greater Manchester Strategy we set out our collective ambitions. We would: deliver a good start in life for everyone; good opportunities for our young people to equip them for life; good work

and the best jobs in a valuable, productive, zero carbon economy; safe, secure housing in inclusive and diverse communities; a good cultural and leisure offer for everyone; a green city-region; good health and support for people to live fulfilling lives, with quality care for those who need it; to be a good place to grow older and to be a place where everyone is connected – socially, digitally and by a clean, integrated and accessible transport system.

Since agreeing our collective ambitions, we have made huge progress; helping people take charge of their own lives, achieve their potential and have a sense of hope and optimism for the future of their city-region remains our priority.

But Covid has required us to re-consider our agreed values, our long term strategy and the ambitions and priorities in it. As part of our recovery and rebuilding planning we have considered how Covid may have disrupted our strategy and review our priorities in light of the impacts evidenced by the pandemic.

It has affected every person and every business in every part of our city-region. To some it has been inconvenient, to some challenging, and to many, devastating. The impact has been unequal and unfair, starkly highlighting and deepening the inequalities we know have existed for many years and which we were beginning to change. There is now a substantive body of evidence proving that more deprived areas are experiencing higher mortality rates from Covid than more affluent areas. The impacts are ongoing. Many more people in Greater Manchester are now experiencing unemployment, businesses have closed or reduced staff numbers, with far more redundancies and business closures anticipated.

The impacts of Covid have been experienced differently across our city-region. Individual localities, towns and the regional centre have all seen varied challenges and opportunities presented by the outbreak. One of the strengths of Greater Manchester's response to the pandemic was the ability of the system as a whole to respond to that variation and locality led need. As evidenced by our effective partnership responses, Greater Manchester is now putting in place partnership governance to drive, lead and coordinate equalities activity across the city-region to accelerate the speed of our responses, and increase the impact of our activities to respond to evidenced inequalities.

The pandemic has also shown the strengths, positives and agility in Greater Manchester's coordination of activities and ability to respond. It has also highlighted the importance of the values, principles and ways of working that are core to the Greater Manchester approach. It has demonstrated the effectiveness of our partnerships, networks and relationships to quickly put in place responses and systems to support our people and places as the pandemic hit. The Greater Manchester way of working has been tested and our partnership working proven effective and strengthened through the outbreak, a positive reinforcement and opportunity as Greater Manchester recovers from the first wave and responds to ongoing outbreaks, and builds our resilience for the future.

A fundamental element, and key enabler of Greater Manchester's ability to respond to, and to live with Covid, is to provide a highly effective, timely, test and trace service. The service draws on multiagency coordination and relies on effective local collaboration, along with data, intelligence and information provided by Government. An effective test and trace system will be the single greatest tool available to Greater Manchester, allowing our economy and society to restart in the safest possible way, enabling the conditions for the successful implementation of the deliverables and actions in this plan, and providing the most effective mechanism to respond quickly and efficiently to future outbreaks.

As we seek to rebuild our economy, there is an unprecedented opportunity to do so in a way which does not forfeit the observed environmental improvements by building back better to tackle our climate emergency, and builds a fairer society. It is our aspiration to develop and rebuild with a more inclusive economy, where everyone can contribute and benefit. Through more effective targeting and prioritising of resources, Greater Manchester has the opportunity to reshape our future with greater inclusivity of growth and prosperity, with no-one left behind.

The virus outbreak has also forced innovation and significant shifts in the ways services are designed, delivered and accessed. The rapid switch to online has tested our digital infrastructure but has also provided some of the fastest adoption of digital technologies and adaptations and innovations ever seen. Novel operating models developed as part of Greater Manchester's response to the outbreak need to be embedded and developed as our city-region continues on this digital progression. Alongside innovation however, we must also ensure accessibility, and support our residents and businesses to overcome digital exclusion to ensure everyone has equality of access to services and support and people are not disadvantaged by the rapid digital switch.

Covid forced change upon us; some of which we had been trying to implement for some time, and highlighted the deep connections which our communities and those working with them have built. These must not be lost, and must be built on with our communities and citizens at the centre. Greater Manchester as a Marmot city-region, must grasp the opportunities to achieve greater equity for all in the key social determinants of health. If we do not embed and secure these improvements now, collectively we may have missed the single greatest opportunity to change how we respond to issues and providing a platform to a fairer, more resilient city-region.

We're confident our values still stand, but we must rethink and reprioritise some of our ambitions to focus on those people and places which, without our collective focus, will not achieve their potential. Covid has exacerbated inequalities in our society, and we need to now ensure our responses to the pandemic and our future rebuilding and growth strategies are fairer, healthier, greener, and more equitable, with inclusivity at their heart.

This one year plan aims to strengthen our resilience whilst also living with the crisis. This is to ensure that we are in a good state of preparedness for further outbreaks of the virus and other emergencies, but that we also respond to those stresses which weaken our society, economy and environment. Building that resilience is dependent upon recognising, and addressing, chronic stresses such as poverty, polluted environments and social inequality and unequal access to opportunities, that weaken the fabric of society and can undermine attempts to respond to crises and to create a stronger future in their aftermath. The agility and responsiveness seen across the Greater Manchester system as part of the initial response to the pandemic must be retained and developed enabling Greater Manchester to live with Covid, with rapid understanding of needs as they change or arise, and responding quickly to support our people and businesses, as far as possible minimising the long term affects.

If Greater Manchester is to truly build back better and fairer, we need to develop our long term inclusive growth models, we need to change how we drive growth and we need to find ways of putting social and natural infrastructure on the same footing as hard economics and traditional physical infrastructure. One of the really positive takeaways from the Greater Manchester response to the pandemic has been understanding the need and value of locally driven, community based

support, interventions and responses. This plan sets the foundations to shore up the existing community infrastructure as part of the city-region's ongoing support and preparedness for further outbreaks, and provides the opportunity to bring forward a mature, system wide conversation about how inclusivity can be the driver of our future strategies, seeking to reduce inequalities in all forms, and providing equality of opportunity for all of Greater Manchester's people and places.

This recovery and resilience plan focuses on our activity for the next year around three areas:

- **where the impact of Covid has been significant and even devastating;**
- **where the impact has caused challenge, and;**
- **where the impact has driven innovation and accelerated new approaches.**

The activity captured in the plan takes account of the unequal impacts on different people and communities, and the actions being taken to start to fix the problem or maintain the improvement.

The development and the delivery of this plan also provides Greater Manchester with an opportunity and a platform from which to innovate. Greater Manchester now needs to drive that innovation, finding new models, with more diverse representation across the board, enabling fairer and more equitable distribution of health, wealth and opportunities for our people, but also across our agencies and infrastructure. We need to lead and drive culture, system and behaviour change. These are not things which can be changed overnight, but now is the time to begin to challenge the status quo, to learn from our recent experience and to truly build back a better, greener and fairer Greater Manchester.

As part of our recovery and building our future resilience, Greater Manchester must also look outwards. The significance of our place in the region and nationally, international relationships, partnerships and positioning globally will form a key part to the future success of Greater Manchester and the UK more generally. International collaborations, learning and sharing must continue to form a key part of our ongoing response to the virus and must shape our future responses and wider ambitions.

The aim is to quickly get us to a better place, ensuring we are resilient enough to live with Covid and in a good place to look to a future beyond Covid, supporting Greater Manchester to achieve our collective ambition of being one of the best places in the world to grow up, get on and grow old.

This Plan is structured in two tables:

Firstly, an articulation of the impacts observed (both positive and negative), with a package of GM deliverables responding to those impacts; and,
Secondly, a table of actions to be delivered recognising that the GM deliverables identified in the plan will require system wide action, rather than action by one partner alone. The table of actions therefore identifies a lead partner to coordinate that action, key actions by that partner, and examples of supporting actions by the wider system which will drive the attainment of the GM deliverables.

GM Covid Recovery and Resilience Plan – Impacts identified and GM Deliverables

Impacts:

Significant and potentially devastating, to be tackled urgently

Challenging but manageable, to be tackled and improved

Positive benefit, to be reinforced and maintained

- **Health impacts** on BAME people, disabled people and older people
- **Mental health** impacts on all ages, shielding people, and those more likely to be isolated
- **Educational and social impacts** in particular on disadvantaged children and families
- **Fragility of the social care system** laid bare
- **Lack of access to physical and mental health care** among disabled people and shielding people
- **Lack of access to food** among poorer communities
- **Digital exclusion impacts** as services shift to online, exclusion and isolation including older people and disabled people
- **Economic impacts** on low paid workers, young people and the self-employed and devastating impact on cultural, hospitality and leisure sectors
- **Greater Manchester's businesses** and economic sustainability and growth has suffered
- **Homelessness and rough sleeper** impacts, as people were housed in hotels
- **Managing risks for key workers**, ensuring safe continuation of essential services
- **Towns and cities**, limited use during lockdown
- **Fear of starting up 'normal' life again**
- **Role of and reliance upon VCSE organisations** as part of the networked emergency and ongoing response
- **Improvements in service provision / efficiency**, increase in online NHS consultation and delivery of wider services digitally
- **Greater data sharing** across agencies enabled targeted, timely responses
- **Temporary cleaner air** and environmental gains achieved through changes to work and travel patterns, but challenges related to use & capacity of public transport services
- **Emergence of new community networks** and social infrastructure e.g. Community Hubs, closer working with schools
- **Creation of multiagency networks** and support systems e.g. PPE sourcing and mutual aid
- **Locally controlled devolved resources** enabled targeted, timely responses
- **GM Partnerships** and ways of working, reinforced and strengthened approaches, delivering effective responses
- **Digital shift and capabilities**, with rapidly developed novel operating models, to be retained and developed

GM Deliverables:

- Implement a system wide approach to assessing and responding to evidenced inequalities in the ongoing managed of the covid response and the design and delivery of recovery and restart activity
- Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision
- Boost physical activity programmes and social prescribing, including for people with long term conditions
- Sustain food availability networks
- Complete 'Everyone In' and deliver a transition programme and ongoing support for homeless people
- Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services, sharing people, data, money and stories
- Launch a targeted plan to tackle digital exclusion
- Ensure the provision of comprehensive mental health and wellbeing support accounting for the growth in demand and severity across all age ranges
- Restore proactive care and support for both children and adults for those with long term health condition and support those who are recovering from Covid
- Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed
- Learning from each other on how best to manage any increases in safeguarding for children & young people and vulnerable adults
- Deliver GM employment and skills recovery plan with evidence based targeted programmes of support
- Establish GM Independent Inequalities Commission
- Immediate implementation of the GM Social Value Framework
- Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure
- Develop system wide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future, including system changes, investment and formal collaboration with new infrastructure
- Deliver housing and public building retrofit programme as part of greener economic recovery
- Provide support to enable businesses including social enterprises to innovate and adapt
- Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities
- Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards
- Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of wellbeing and a vibrant GM
- Continue the SafeGM campaign to provide reassurance about getting back to work
- Secure infrastructure investment needed to kick start the economy
- Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally devolved resources
- Develop sustainable mutual aid and support networks that add value locally and provide a better way of working
- Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour
- Progress more integrated public transport system with support from DfT
- Progress GM Clean Air Plan
- Progress Environment Plan to reduce carbon emissions and create an improved, more resilience natural environment for socially distanced recreation

GM Deliverable	Main responsibility for deliverables and examples of supporting actions	Policy area / Partnership leading actions delivery
<p>Implement a system wide approach to assessing and responding to evidenced inequalities in the ongoing management of the covid response and the design and delivery of recovery and restart activity</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Deliver Independent Inequalities Commission, with recommendations provided to portfolio partnership governance board to be taken forward • Develop, and further existing, cross cutting approaches for the use of data and intelligence to effectively identify need and vulnerability and develop targeted, tailored responses <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver Ageing Well Winter programme to support older people at greater risk of adverse outcomes from covid • Deliver campaign to promote uptake of Pension Credit • Conduct an EIA on the GM Digital Blueprint Delivery plan and continue to review activity and its impacts on different communities in GM • Inequalities addressed through place based working approach, taking account of local need and context, delivered though / interdependent on integrated neighbourhood model • Establish Women & Girls'; Race; Faith equalities advisory panels • Explore opportunities for establishment of Older People's Panel • Establish partnership governance for Age-friendly and Equalities Portfolio with responsibility to oversee and direct activities to drive equality and reduce inequalities experienced by GM's people and places • Advice to be provided as required in relation to travel inequalities • Consideration of disproportionality in criminal justice system with a focus on CYP as part of Independent Inequalities Commission scope and remit • The GM VCSE Leadership Group will work with GMCA to ensure that Covid-19 impact data is collected by age, disability, ethnicity, gender, gender identity, religion or belief, sexual orientation and social class • The VCSE sector will share our research and insight in order to inform the development of comprehensive Equality / Equity Impact Assessments and action plans, particularly in relation to Economic Policy • Deliver GM response to PHE Disparities in risks and outcomes of Covid-19 review • Deliver diverse communication and engagement approaches to extend effectiveness and reach of communications and further develop use of community advocates, with provision of targeted messages and recognising communities who may be digitally excluded 	<ul style="list-style-type: none"> • Strategy • PSR / Digital • PSR • PSR • Digital • PSR • Strategy • PSR • Strategy • TfGM • Police & Crime • VCSE Leadership Group • VCSE Leadership Group • GMCA / H&SCP • Comms
<p>Sustain support to care homes and extend Living</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and H&SCP, their activity will include:</p>	

<p>Well at Home to strengthen the resilience of adult social care provision</p>	<ul style="list-style-type: none"> • Develop a GM Care Home Assurance framework which will enable provision of system wide support to Care homes in managing Infection Prevention and Control, preventing local Covid 19 outbreaks and managing local outbreaks if they occur • Continue to develop the Living Well at Home programme outlining future phases and building on progress to date <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Continuation of C19 Situation Reporting • Support Healthy Ageing pre-procurement assisted living initiative • Deployment of an integrated digital tool into to care homes and domiciliary settings to include falls risk assessment, Covid-19 symptom tracker and soft signs of deterioration (Safe Steps) • Deliver Virtual Hospital Programme, including Urgent & Emergency Care by Appointment Programmes • Adult social care provision delivered through / interdependent on integrated neighbourhood model • Develop stage 2 bid submission for UK Healthy Ageing Trailblazer (c.£6m) aimed at developing place based approach to creating new markets for innovations 	<ul style="list-style-type: none"> • H&SCP • H&SCP • Digital • Digital • H&SCP / HInM • H&SCP / HInM • PSR • Economy
<p>Boost physical activity programmes and social prescribing, including for people with long term conditions</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is H&SCP and the GM Moving Exec Group, their activity will include:</p> <ul style="list-style-type: none"> • Ensure temporary and permanent changes to policy and practice in transport, urban and street design to enable safe spaces for walking, cycling, plan and physical activity and to create the conditions for culture and behaviour changes through activities programmes and investment • Ensure support to the physical activity and sport sector, voluntary and community sector and networks, including Greater Manchester’s leisure trusts so that they can play their full part in maintaining and rebuilding active lives during lockdown release and beyond. • Deployment of GM wider social prescribing system - continue to develop social prescribing offer, working in the support from PCNs and the VCSE • Continue to support redesign for active lives across the system; in health, education, transport, planning, adult care, early years etc in the context of Covid-19 recovery and resilience <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver winter Ageing Well programme / campaign including risks for older people in winter • Social prescribing delivered through / interdependent on integrated neighbourhood model • CYP programme to deliver improved physical health, reduce obesity • Development of cycling & walking infrastructure across GM • Supporting social prescribing via enhanced natural environment (subject to funding) • Explore opportunities to collaborate with Street Games to enhance community sport offer in communities most affected by violent crime • Use of devolved Community Safety Partnership funding for youth outreach and engagement activity 	<ul style="list-style-type: none"> • GM Moving Exec & network • GM Moving Exec & network • H&SCP / GM Moving Exec • GM Moving Exec & network • PSR • PSR • CYP • TfGM • Environment • Police & Crime • Police & Crime

	<ul style="list-style-type: none"> • Ensure clear, consistent public narrative and messaging across the system on how to stay active during each phase of lockdown release with adherence to government guidelines. • Targeted work with priority places and demographic groups, most affected by Covid-19 and those most likely to become inactive, in particular ensure transition from ‘pilots’ into embedded place based ways of working (eg local pilot and walking ambition) 	<ul style="list-style-type: none"> • GM Moving Exec & network • GM Moving Exec & network
Sustain food availability networks	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Improve the accessibility and sustainability of food provision models for everyone in GM, taking account of ethnically diverse communities requirements <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Delivery of no child going hungry provision • Ensure surplus food goes to food banks/charities/communities and not into waste streams 	<ul style="list-style-type: none"> • PSR • CYP • Environment
Complete ‘Everyone In’ and deliver a transition programme and ongoing support for homeless people	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities supported by GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Delivery of new phase of A Bed Every Night, delivered through / interdependent on neighbourhood model <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Support design & deployment of GM homelessness systems (GMThink) • Undertake vulnerability modelling for homeless people and people at risk of homelessness (MHCLG funded) • Support development of property investment solution as part of bid for the national Next Steps Accommodation Programme • Support transport elements of homelessness programmes • Develop Probation Dynamic Commissioning Framework • Strengthen links established between Drug & Alcohol services and LA Homelessness leads, encouraging treatment entry & retention and providing harm reduction support for ABEN properties • Continue work with Stop The Traffik, improving understanding of exploitation of homeless people and find ways to improve their safety • Homeless healthcare development as part of ABEN 3 	<ul style="list-style-type: none"> • PSR • Digital • Digital • Place • TfGM • Police & Crime • Police & Crime • Police & Crime • H&SCP
Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services that share people, information, money and stories	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and GMCA, their activity will include:</p> <ul style="list-style-type: none"> • To draw together and apply the learning from the crisis response alongside our existing Unified Public Services ambition. This will include describing how all-age early help, Community Hubs and Health & Care teams come together to form an integrated neighbourhood model <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver Community Hub Digital Solution in Bury & Rochdale • Deliver shared data & intelligence capabilities with a common understanding of social, economy and health vulnerability 	<ul style="list-style-type: none"> • PSR • Digital • Digital

	<ul style="list-style-type: none"> • Deliver digital applications and data management that support these ambitions using the Digital Platform • Develop and implement a GM system approach to information sharing to deliver place-based working, building on the Bury Engine Room Pilot • Provide direct practical support to localities, GMP, GMFRS and VCSE organisation to implement integrated neighbourhood model • Promote the ‘team around the school’ model as a way of connecting schools into integrated neighbourhood model • Undertake work to improve alignment with labour market responses, providing support in place • Provide Local Energy Advice Programmes and potentially ‘care & repair hubs’ via neighbourhood model • Deliver HMPPS Probation Programme: unified probation service • Undertake GM review of offender management & co-location opportunities • Continue Safer Streets investment facilitating collaboration in localities • Development of neighbourhood policing offer, aligned to GM Model of Unified Public Services • Pilot Violence Reduction Unit’s community-led programmed in six sites, giving residents more power in decision making about solutions to violence in their community • Continued development of the Locality Care/ Neighbourhood model, strengthening the focus on Integrated Neighbourhood working and how it links with Primary Care Networks in the Localities 	<ul style="list-style-type: none"> • Digital • Information Governance • PSR • CYP • Skills & Work • Environment • Police & Crime • Police & Crime • Police & Crime • Police & Crime • Police & Crime • H&SCP
<p>Launch a targeted plan to tackle digital exclusion</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Development of a cross-cutting Digital Inclusion Strategy, working with Industry, Localities and VCSE sector to implement best practice to reduce inequality of digital access and opportunity <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver research into the scale of digital exclusion and how it impacts GM communities • Provide grants to LA’s to support digital inclusion for residents • Use Adult Education Budget funding to provide L2 digital skills over and above statutory entitlement • Deliver GM Tech Fund Phase 2 • Ensure where possible, new energy installations are digitally enabled and begin to design a local energy market platform • Deliver Victim Service Review: Digital Discovery Phase & address feedback from C19 risk assessment 	<ul style="list-style-type: none"> • Digital / VCSE • Digital • Skills & Work • Skills & Work • Skills & Work • Environment • Police & Crime
<p>Ensure the provision of comprehensive mental health and wellbeing support accounting for growth in demand and severity across all ages</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is H&SCP, their activity will include:</p> <ul style="list-style-type: none"> • Work at pace to initiate programmes to support their comprehensive mental health and wellbeing support for people in GM in light of the pandemic, recognising variation in approaches will be required for different cohorts and communities • Maximise benefits from deployment of mental health and wellbeing digital tools and apps 	<ul style="list-style-type: none"> • H&SCP • H&SCP / HInM

	<p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver online mental health guidance • Deliver transformational digital projects enabled by the GM Care Record and the GM Digital Platform for wider public services, enabling improved data flows across a range of settings • Provision of mental health & wellbeing support delivered through integrated neighbourhood model • Plan effective capacity for projected surge in demand for CYP mental health services inc coordinating capacity plans with CAMHS teams, and surge planning to coordinate community and paediatric capacity across GM • Deliver mental health support in four localities as part of national trailblazer, supporting young people with mild to moderate mental health issues • Extension of mental health practitioner support to an additional 10% of high risk schools & colleges • Work with health colleagues to ensure mental health sits as part of the Young Person Guarantee • Increase specialised mental health support through Working Well programmes • Work with schools & colleges to implement programmes around mentally healthy institutions • Work with GMP mental health lead & partners to develop partnership arrangements in place as part of NHSE Reconnect Prison Healthcare Pathway pilot • Deliver mapping exercise to understand crossovers between homelessness, mental health and substance misuse service provision, commissioning and funding streams • Continue to ensure Trusted Relationships psychotherapists are embedded in complex safeguarding teams • The VCSE Mental Health Leadership group will continue to identify and support the existing inequalities exacerbated by Covid 19 and support the anticipated surge in sub-threshold and complex presentations across the system • Breakthrough UK will lead and continue to provide the GM Text service beyond its current 6-month pilot (via GM VCSE Leadership Group) • Breakthrough UK will lead on supporting the development of accessible comms and messaging during Covid recovery (via GM VCSE Leadership Group) 	<ul style="list-style-type: none"> • Digital • Digital • PSR • CYP • CYP • CYP • Skills & Work • Skills & Work • Skills & Work • Police & Crime • Police & Crime • Police & Crime • VCSE Leadership Group • VCSE Leadership Group • VCSE Leadership Group
<p>Restore proactive care and support for both children and adults with long term health conditions and support those who are recovering from Covid</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is H&SCP, their activity will include:</p> <ul style="list-style-type: none"> • Step up routine care as we move through recovery phases • Community Coordination Cell are continuing with a locality led assurance process that people recovering from Covid are being followed up appropriately • Deliver digital activity to support people with long term conditions • Digitally reimaging urgent and emergency care pathways, including UEC by Appointment <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Implement digital innovations to enhance clinical imaging capabilities across GM providers 	<ul style="list-style-type: none"> • H&SCP • H&SCP • H&SCP / HInM • H&SCP / HInM • H&SCP / HInM • H&SCP / HInM

	<ul style="list-style-type: none"> • Maximise the benefits of digital primary care solutions to improve outcomes for patients and transform service models • Proactive care and support delivered through integrated neighbourhood model • Provision of support for children with long term conditions, by building specialist paediatric capacity within urgent and emergency care, and establish monitoring process for safety and wellbeing of CYP, with the inclusion of CYP safety siren and dashboard • Undertake review of CYP with SEND who do not return to education in autumn term, and consider what provision will be needed to meet needs links to opportunities for GM SEND joint commissioning plan • Work with TfGM to scope out GM wide joint commissioning of SEND transport • Support activity through flexed Working Well and Work & Health programmes • Create new c£13m GM Working Well 'Lite' programme to support additional 13,000 people 	<ul style="list-style-type: none"> • PSR • CYP • CYP • CYP • Skills & Work • Skills & Work
<p>Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Development of GM education recovery plan, focusing on medium to longer term strategies to bring about successful educational change, improving presence, participation and progression of all CYP, paying particular attention to those vulnerable to underachievement, marginalisation and exclusion • Develop Young Person Guarantee • Through the work of ESAP; support the work of the GM Colleges Group to ensure 16-18 and adults can return safely <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deployment with localities of Early Years digitisation across GM, using analytics to identify children with greatest needs • Provision of IT equipment via Technology Fund • Wellbeing support delivered through integrated neighbourhood model • Deliver GM programme of research seminars (autumn term) supporting primary school leaders and teachers to develop 1yr recovery curriculum • Development of early years specific resources in partnership with H&SCP to enable parents and settings to ensure right social and emotional support are in place to support successful return • Deliver GM campaign to promote take up of 2 year old funding early education entitlement for children from most deprived communities • Capture intelligence around wellbeing need of young people as part of Young Person Guarantee • CSR submission on catch up provision for CYP • Maintain prioritisation of Life Readiness agenda through Bridge GM / National Careers Strategy 	<ul style="list-style-type: none"> • CYP / Skills & Work • Skills & Work • Skills & Work • Digital • Digital • PSR • CYP • CYP • CYP • CYP • Skills & Work • Skills & Work

<p>Learning from each other on how best to manage any increases in safeguarding for children & young people and vulnerable adults</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Track levels of demand for children’s safeguarding services across GM using existing key groups to share learning about how to tackle increases in volume and complexity • Strengthen offer for looked after children as priority group through acceleration of plans for improving sufficiency of GM placements • Accelerate work to implement universal 4b assessment model for 18 month olds, across GM to support early intervention with families and to identify vulnerable children <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Early intervention and prevention of safeguarding issues for children and targeted support for adults at risk delivered through all-age early help, interdependent on integrated neighbourhood model • Continued delivery of GM Youth Justice Resettlement Consortium; Whole System Approach for Women; Sexual Violence Harm Reduction Plan; GM Victim Services Review; Home Office Child Sexual Abuse Support Services Transformation Fund seeks to promote best practice and improve support delivered to children who experience sexual abuse • Ensure Operation Encompass (notification to schools of children present at a domestic violence incident) is operating strongly and consistently ready for Sep return to school and beyond • Continue delivery of multiagency Complex Safeguarding programme 	<ul style="list-style-type: none"> • CYP • CYP • CYP • PSR • Police & Crime • Police & Crime • Police & Crime
<p>Deliver GM employment and skills recovery plan with evidence based targeted programmes of support</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Deliver employment & skills recovery plan with targeted activity for, Young people; Apprentices; Furloughed; Reskilling/retraining; Newly unemployed; Longer term unemployed/inactive. Along with cross cutting activity looking at sectors and specific support required, including the potential impact on older workers <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver range of cross-cutting collaborative initiatives addressing skills gap and introducing GM citizens to education, learning and employment opportunities in the digital sector • Deliver a Smart GM Places discovery on ‘Bridge GM’ to explore how covid has impacted young people and their access to education, training and employment opportunities • Provision of travel support to employment & skills programmes • Create opportunities for skills development in natural environment and building retrofit programmes • Deliver Probation Dynamic Commissioning Framework – ETE pathway • The VCSE sector will provide Intermediate Labour Market opportunities to GM residents as part of local employment initiatives (e.g. Kickstarter) 	<ul style="list-style-type: none"> • Skills & Work • Digital • Digital • TfGM • Environment • Police & Crime • VCSE

<p>Immediate implementation of the GM Social Value Framework</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Publish a refreshed Greater Manchester Social Value Framework and new social value policy for GMCA and its partners operating at a GM footprint, including guidance for commissioning and procurement <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Ensure embedded in all digital procurements • Leveraging social value commitment gained in Full Fibre procurement • Continue to deliver social value through employment & skills commissioned programmes and further through labour market recovery support programmes • Continued support through transport activities / operations • Undertake research to underpin Social Value goals with deeper sustainable public procurement policy including utilisation of local levers affecting behaviour changes towards sustainable business models and lifestyles • Continue work with Co-op to coordinate GM modern slavery business network to drive up recruitment standards, purchasing and supply chains to combat modern slavery • Work with GMP to implement the framework in their procurement practices 	<ul style="list-style-type: none"> • Strategy • Digital • Digital • Skills & Work • TfGM • Environment • Police & Crime • Police & Crime
<p>Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Support a review of commissioning and investment in the VCSE sector, including the grant funding which goes into VCSE leadership and infrastructure organisation at a GM level <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • VCSE sector provision central to integrated neighbourhood model • Continued commissioning of VCSE organisations for delivery of employment & skills programmes • Deliver Probation Dynamic Commissioning Framework from June 2021 - All Pathways - VCSE Engagement Plan; GM Victim Services Review and Contracts/Grants; MoJ Extraordinary Covid-19 funding for domestic abuse / sexual violence services seeks to support VCSE providers of such services through the initial Covid-19 recovery phase • The GM Leadership Group Commissioning Group will work with commissioning and procurement leads to implement the GM VCSE Commissioning Framework and delivery plan • Further work to be undertaken with the sector to embed VCSE organisations into locality working - ensuring commissioning of VCSE provides the capacity required for new models of community based care. Develop a database to track VCSE support and capacity in relation to the HSC system, and strengthening commissioning arrangements between HSC and VCSE, in particular the connections between Primary Care and Voluntary services as recovery proceeds. 	<ul style="list-style-type: none"> • Strategy • PSR • Skills & Work • Police & Crime • VCSE Leadership Group • H&SCP
<p>Develop system wide responses to maintain and</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA with Local Authorities , their activity will include:</p>	

<p>develop social infrastructure as part of driving more inclusive economic growth in the future, including system changes, investment and formal collaboration with new infrastructure</p>	<ul style="list-style-type: none"> • Develop sustainable and progressive social infrastructure proposals as part of integrated neighbourhood model and wider provision <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Obtain necessary approvals to enter Tripartite Agreement between GMCA, GMHP and H&SCP and develop appropriate implementation plan and complete associated actions • Deliver Probation Dynamic Commissioning Framework from June 2021 - All Pathways: ETE/Finance, Benefits & Debts; Accommodation; Recovery & Dependency; Wellbeing, Inclusion, Family, BAME; Women. 	<ul style="list-style-type: none"> • PSR • Place • Police & Crime
<p>Deliver housing and public building retrofit programme as part of greener economic recovery</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA working with Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Work with Registered Providers to develop and implement a Social Housing Retrofit programme <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Explore potential to exploit Full Fibre deployment and One Network • Deliver construction talent retention scheme to support the redeployment of workers at risk of redundancy, kick start to target sectors • Design and deliver a programme of social housing retrofit with Districts and RSLs (subject to bid) 	<ul style="list-style-type: none"> • Place • Digital • Skills & Work • Environment
<p>Provide support to enable businesses including social enterprises to innovate and adapt</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and LEP via the Growth Hub and other partners including our Universities, their activity will include:</p> <ul style="list-style-type: none"> • Delivery of the Business, Productivity and Inclusive Growth programme to sustain businesses and support those with growth aspirations in key sectors, inclusion social enterprises • Deliver support to those who have recently become unemployed, to start their own business, with a focus on BAME communities and older workers • Deliver workforce development and Leadership & Management programmes to support business leaders to survive Covid impact • Deliver a range of digital innovation support programmes to further optimise opportunities to improve productivity that have been identified as a result of the pandemic • Provide access to finance for businesses to support recovery and growth through Business Growth Hub and GC Business Finance CBILS/BBLs funding and the Co Angel investment service <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Delivery of a number of investments in the digital sector to support the creation and scaling of SMEs and to attract investment in Greater Manchester. Showcasing GM Digital successes on a global platform to establish its position as global digital influence • As Gov guidance continues to emerge, identify and support delivery of GM activity that support high quality early education and childcare provision during recovery and ensure sufficiency of provision • Development of GM pulse surveys to gather intelligence on local early education and childcare market challenges during next 12 months. Data used to inform future GM market shaping activity to maximise opportunities to strengthen provider market and workforce 	<ul style="list-style-type: none"> • Economy • Economy • Economy • Economy • Economy • Digital • CYP • CYP

	<ul style="list-style-type: none"> • ESF funded support for SME’s focusing on leadership and management and also adapting business models • Support innovation through promotion/utilisation of Circular Economy practices/waste hierarchy principles to stimulate clean growth and resilience to supply chains. Continue to deliver Green Growth business support programme (Growth Co) and expand scale and scope (subject to bid) • Use Innovation Partnership on Healthy Ageing to create new products and services in GM that can be adopted across the UK and exported. Pipeline to be live and engaging circa 25 SMEs by Mar 2021, with roadmap to engaging further 75 SMEs by March 2022 • Use Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA) to drive investment into GM's manufacturing sectors and link them with the advanced materials and manufacturing science in GM's universities and other national centres. This includes support for the Northern Gateway development in Rochdale, Bury and Oldham • Support GM businesses to thrive in the new international setting being created by covid 19 and Brexit. Refreshed International Strategy for: Opening-up new markets and develop new relationships; Leading internationalisation digitally (e.g. virtual trade missions); Maintaining or rebuilding business confidence, the visitor economy and inward investment pipelines and embedding business champions in delivery. There will also be a renewed focus on GM's international connectivity and city-region diplomacy 	<ul style="list-style-type: none"> • Skills & Work • Environment • Economy • Economy • Economy
<p>Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and LEP with Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Use GM’s policy, convening role and resources to drive faster improvements to jobs and productivity in the Foundational Economy including hospitality and retail, in line with the Local Industrial Strategy <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver programmes under labour market recovery plan, including; Stimulating demand for Apprenticeships; Increase in funding to support 19+ on sector specific qualifications to support them into work, Focus on retraining and reskilling; supporting those being redeployed/redundant through furlough; Fast Track 3; Sector based work academies working with JCP • Develop enabling mechanisms to support growth in GM’s Environmental Technologies sector including an Energy Innovation Agency and Retrofit Accelerator • Deliver collaborative work across digital sector on range of digital activities aimed at supporting digital businesses, and the wider economy, including retraining programmes for unemployed due to Covid • Publish Greater Manchester Spatial Framework, setting the spatial planning framework in which development can be brought forward within GM • Provision of kick start to target sectors; retraining/reskilling programmes; stimulating demand for apprenticeships, working well to target where employers can support those furthest away from the labour market • Support existing business support programmes for eco-innovation and resource efficiency across all sectors and expand where feasible (subject to funding). Encourage carbon-intensive sectors (e.g. construction) to 	<ul style="list-style-type: none"> • Economy • Skills & Work • Environment / Economy • Digital • Place • Skills & Work • Environment

	<p>use carbon-reduction as a tool to improve productivity, quality and reduce waste by requiring reporting of all material and operational carbon costs. Look to promote PAS2080 carbon management philosophy of involving the Value Chain in reducing carbon emissions</p> <ul style="list-style-type: none"> • Assess the impact of covid 19 response and recovery activity on GM LIS Implementation Plan and strategic priorities, and in line with new vision for GM's economy, being developed with the GM LEP in the first instance • Build on our strengths in health innovation to cultivate a rich pipeline of industry-led innovations that address health inequalities and stimulates economic growth 	<ul style="list-style-type: none"> • Economy • H&SCP / HInM / Economy
<p>Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and LEP via the Growth Hub, their activity will include:</p> <ul style="list-style-type: none"> • Working with the LEP and Growth Company to update the GM Good Employment Charter to account for covid 19 impacts and to significantly expand the Charter's membership and supporters, to drive more secure work, higher pay and better employment standards <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Clear link with jobs and how GM ensures it can use the Employment Charter to create 'good jobs' particularly through Kick Start • Connect the expansion of Good Employment Charter to include Young Person Guarantee • Undertake work to understand the impacts of covid 19 for GM's drivers of growth including GM's anchor institutions, major employment sites and across different types of 'place' 	<ul style="list-style-type: none"> • Economy • Skills & Work • Skills & Work • Economy / Place
<p>Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of wellbeing and a vibrant GM</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA working with Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Lead development of Culture Recovery Plan, and associated actions and obtain necessary approvals to implement <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Explore the potential for significant cultural / music element within Digital City Festival 2021 • Delivery of programmes under the labour market plan that support this work: Stimulating demand for Apprenticeship; Increase in funding to support 19+ on sector specific qualifications to support them into work, Focus on retraining and reskilling; supporting those being redeployed/redundant through furlough; Fast Track 3; Sector based work academies working with JCP • Transport actions to support successful implementation of Cultural Recovery Plan 	<ul style="list-style-type: none"> • Place • Digital • Skills & Work • TfGM
<p>Continue the SafeGM campaign to provide reassurance about getting back to work</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Continue to develop, deliver and promote the Safe GM campaign in partnership with Growth Co, TfGM and others inc Business Organisations <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • AEB funded activity to focus on training for business and employees to safely return to work 	<ul style="list-style-type: none"> • Comms • Skills & Work

	<ul style="list-style-type: none"> • Transport activity to support safe reopening • GM HSC Comms team continued roll out the 'NHS Open for Business' strategy to encourage people to interact with routine health services. • GM Testing intelligence work aimed to ensure that testing results are able to flow directly to people's employers in order to advise workforce planning re: those isolating etc. 	<ul style="list-style-type: none"> • TfGM • H&SCP • H&SCP
Secure infrastructure investment needed to kick start the economy	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • GMCA lead on discussions with Government about the GM Infrastructure Programme <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver transformation digital project enabled by the GM Care Record (for health & care) and the GM Digital Platform (wider public services), enabling improved data flows across a range of settings • Enable pan-GM data sharing by ensuring robust information governance practices are in place, while building trust amongst the public and professionals • Work with telecoms organisations to increase pace and breadth of fixed and wireless gigabit connectivity across GM • Skills capital requirements to support learning • Transport infrastructure delivery and support of wider infrastructure programmes • Establish a range of grant and loan offers to facilitate and incentivise the uptake of low carbon measures (the difference between business as usual and low carbon transition) 	<ul style="list-style-type: none"> • Place • Digital / H&SCP • Digital / H&SCP • Digital • Skills & Work • TfGM • Environment
Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally controlled devolved resources	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Submission to Gov on LA funding, overall CSR submission and funding flexibilities <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Manage recently announced funding - Getting Building Fund and Brownfield Land Fund • Invest in public building retrofit and local energy generation • Transport delivery and support of wider economic growth strategies • Working with GM's universities to develop new translational R&D facilities to drive new jobs and the creation of new businesses as well as adoption of innovation by existing GM businesses • The GM VCSE Leadership Group will work with public and private sector partners to try and secure capital investments for the VCSE sector, including digital / tech, alongside identifying shared use of vacant premises to support social action • Review and consideration of the Devolution White Paper and Spending Review representation to Gov by the GM Digital Portfolio Executive and Steering Group, LEP and advisory groups • Integrated neighbourhood services/model is part of GM's USP for securing better outcomes, addressing inequalities and making the best of Gov funding (linking to Reform Investment Fund) 	<ul style="list-style-type: none"> • Strategy • Place • Environment • TfGM • Economy • VCSE • Digital • PSR

	<ul style="list-style-type: none"> • Delivering the Made Smarter North West Pilot, which is supporting manufacturing companies across the North West region to be Industry 4.0 ready • Continued and further ask of Gov for long term funding strategy for Social Care. Separate guidelines for Phase 3 recovery for Adult Social Care to be published by DHSC in near future • Maximise GM’s position as a leading life sciences cluster to form industry partnerships, building on the existing MoU with the pharma and medtech industries • Deliver a place-based approach to transforming communities and addressing health inequalities, powered by digital, data and technology • Support a national review of destination management organisations, to create a portfolio DMOs that will provide the local framework, capacity and resource to support recovery of the GM and UK visitor economy 	<ul style="list-style-type: none"> • Economy • H&SCP • H&SCP / HInM • H&SCP / HInM • Economy
<p>Develop sustainable mutual aid and support networks that add value locally and provide a better way of working</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA , their activity will include:</p> <ul style="list-style-type: none"> • Support the development of favourable conditions at locality and neighbourhood level so that mutual aid and other similar types of local support can grow and be sustained <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver support for Community Hub system adoption; Trace + Track case management; Victim’s Services discovery project • Mutual aid groups and local volunteer networks key to future integrated neighbourhood model • Use GM’s policy, convening role and resources to drive faster improvements to jobs and productivity in the Foundational Economy • Continued development of the SitReps for each Sector, which can be used to escalate and prompt mutual aid when required • Rollout of best practice guides from the assurance processes performed during covid 	<ul style="list-style-type: none"> • Strategy / PSR • Digital • PSR • Economy • H&SCP • H&SCP
<p>Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities with TfGM, their activity will include:</p> <ul style="list-style-type: none"> • Districts / TfGM working closely to best utilise available funding to enhance physical infrastructure for cycling and walking, and more broadly encourage more sustainable travel patterns through Travel Demand Management <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Continue to support via the MappingGM capability 	<ul style="list-style-type: none"> • Local Authorities / TfGM • Digital
<p>Progress more integrated public transport system with support from DfT</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is TfGM, their activity will include:</p> <ul style="list-style-type: none"> • Close co-ordination of public transport system, continued close working with operators and with support from DfT <p>And, wider system examples of the actions which will support its attainment are:</p>	<ul style="list-style-type: none"> • TfGM

	<ul style="list-style-type: none"> • Deliver Smart Ticketing solutions and Mobility As A Service initiatives • Driving close working with businesses – building our networks and leading the recovery conversation 	<ul style="list-style-type: none"> • Digital • Economy
Progress GM Clean Air Plan	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities with TfGM, their activity will include:</p> <ul style="list-style-type: none"> • Consult on Clean Air Plan and subject to outcomes and funding introduce appropriate measures and funding <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Smart GM Places Discovery with Connected City Alliance: exploring the challenges in shifting culture and behaviour change for an environmentally sustainable future 	<ul style="list-style-type: none"> • Local Authorities / TfGM • Digital
Progress Environment Plan to continue to reduce carbon emissions and create an improved, more resilient natural environment for socially distanced recreation	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Develop a pipeline of Natural Environment projects to deliver nature based solutions for investment and a wider framework for natural environment funding through the development of a GM Environment Fund <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Assess the potential for the creation of new open spaces to support social distancing in deprived areas and implement subject to funding • Undertake research to assess the potential for carbon reduction in new build and existing domestic properties • Develop local area energy plans to increase energy resilience. Finalise and commence delivery of pipeline of identified energy generation, heating and retrofit projects, across public, domestic, commercial and industrial estates to increase energy resilience. Incentivise investment across the private domestic 'able to pay' and commercial sectors. • Develop key messages to create wider awareness of environment, health and wellbeing impacts of Covid (increase confidence in the use of public transport, use of green space, safe homeworking and better waste and water management) to support 'build back better' • Developing and realising a GM Clean Energy Innovation Agency to aggregate demand for innovations and create a new market for energy innovation in GM, creating new businesses and jobs as well as supporting the 2038 carbon neutral target 	<ul style="list-style-type: none"> • Environment • Environment • Place • Environment • Environment • Economy

Abbreviations and acronyms

ABEN	A Bed Every Night	HSC	Health and social care
AEB	Adult education budget	IT	Information technology
BAME	Black, Asian and Minority Ethnic	JCP	Job Centre Plus
BBLS	Bounce Back Loans Scheme	L2	Level 2
C19	Covid-19	LA	Local Authority
CAMHS	Children and Adolescent Mental Health Service	LEP	Local Enterprise Partnership
CBILS	Coronavirus Business Interruption Loans Scheme	LIS	Local Industrial Strategy
Comms	Communications	MHCLG	Ministry of Housing, Communities & Local Government
CSR	Comprehensive spending review	MoJ	Ministry of Justice
CYP	Children and young people	MoU	Memorandum of understanding
DMO	Destination Management Organisation	NHS	National Health Service
DfT	Department for Transport	NHSE	National Health Service England
DHSC	Department of Health and Social Care	PCN	Primary care network
EIA	Equalities impact assessment	PHE	Public Health England
ESAP	Employment and Skills Advisory Panel	PPE	Personal protective equipment
ESF	European Social Fund	PSR	Public service reform
ETE	Education, training and employment	R&D	Research and development
GM	Greater Manchester	RSL	Registered social landlords
GMCA	Greater Manchester Combined Authority	SEND	Special educational needs and disability
GMFRS	Greater Manchester Fire and Rescue Service	SitRep	Situation report
GMHP	Greater Manchester housing providers	SMEs	Small and medium-sized enterprises
GMP	Greater Manchester Police	TfGM	Transport for Greater Manchester
Gov	Government	UEC	Urgent and emergency care
H&SCP	Health and Social Care Partnership	UK	United Kingdom
HInM	Health Innovation Manchester	USP	Unique selling point
HMPPS	Her Majesty's Prison and Probation Service	VCSE	Voluntary, Community and Social Enterprise