

Greater Manchester Combined Authority

Date: 29th July 2022

Subject: Greater Manchester Strategy Progress Report

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

Purpose of Report:

To provide GMCA with the draft progress report at six months into delivery of the new Greater Manchester Strategy (GMS). The report provides an overview of some of the activities currently underway which support the delivery of the GMS shared commitments and draws out whole system issues and areas for further progression in an issues paper.

A self-assessment process, including input from across GM delivery groups and engagement with a stakeholder panel, has been undertaken to understand where GM is currently and where we need to see change if we are to collectively deliver the GMS ambitions.

At six months into the new Strategy, the self-assessment has identified areas for development for GM and supporting proposals to Government, which can unlock GM's potential and support the achievement of the GMS.

Recommendations:

The GMCA is requested to:

1. Discuss and comment on the progress report, the systemic issues identified and possible GM responses and further dialogue with Government in support of the attainment of the GMS shared outcomes and commitments.

2. Agree that all recipients of this progress report, stakeholder groups, partnerships and agencies, are requested to give due consideration and reflection to the issues identified in this report, driving change and actions in all parts of the system if the GMS is to be delivered.
3. Note that a review of the progress reporting process will be undertaken to refine and develop for future iterations.

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Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	A	There is evidence of some good practice in place, however the report identifies the need for further and faster actions, targeting and prioritisation of the equalities agenda more systemically in order to meet GMS ambitions	
Health	G	Activity is being delivered under the shared commitment to tackle health inequalities, however there are systemic challenges relating to covid backlog, waiting lists and infrastucture changes through the establishment of the ICS	
Resilience and Adaptation	A	Work is underway to support this agenda, however the progress report has found further and faster activity is needed in this area	
Housing	A	Activities are in place, however the report has idenitified the need for additional resource and further work with Government to support deivery of affordable housing ambitions The report has highlighted the need for further focus on delivering new properties in line with net zero ambitions.	
Economy	G	A range of activities are in place to support wider economic development of the whole of GM, including Innovation GM and local centres work The Growth Locations will provide employment oportunities, the report highlights the need to develop mechanisms to ensure local people and places can benefit in the short and longer term from such investments and development, and the need for economic activities to more holisitically embed social and environmental goals	
Mobility and Connectivity	A	Active travel and intergrated transport network will support more people to use public transport, however it is recognised further economic growth will in part be driven by road vehicle use Activities underway but also reliant on Government to achieve longer term infrastucture ambitions including HS2. Clean Air Zone under review	
Carbon, Nature and Environment	A	Clean Air Zone currently under review Insufficient detail to assess as part of this report	
Consumption and Production	A	Activities such as the circular economy work and the GM zero waste strategy will support this agenda Biodiversity emergency declared	
Contribution to achieving the GM Carbon Neutral 2038 target	The collective efforts required to achieve carbon neutrality by 2038 are not evident across the breadth of thematic areas and activities at present, with the need for greater whole system responses and actions necessarily 'pivoted' to meet this agenda		
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment		
Positive impacts overall, whether long or short term.	Mix of positive and negative impacts. Trade-offs to consider.	Mostly negative, with at least one positive aspect. Trade-offs to consider.	Negative impacts overall.

Carbon Assessment					
Overall Score					
Buildings	Result	Justification/Mitigation			
New Build residential		Sufficient detail is not gathered through this progress report process to assess these elements. Individual assessments have been undertaken for any associated delivery			
Residential building(s) renovation/maintenance		As above			
New Build Commercial/Industrial		As above			
Transport					
Active travel and public transport		As above			
Roads, Parking and Vehicle Access		As above			
Access to amenities		As above			
Vehicle procurement		As above			
Land Use					
Land use					
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

The report updates on progress of activities supporting the delivery of GMS outcomes and commitments. While the report does not generate any specific risks, the update provides an overview of the need for greater collective action and prioritisation if GMS ambitions are to be attained.

Legal Considerations

N/A

Financial Consequences – Revenue

No direct financial decisions resulting from this paper

Financial Consequences – Capital

No direct financial decisions resulting from this paper

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

<https://democracy.greatermanchester->

[ca.gov.uk/documents/s18222/GM%20Strategy%20Report%2017.12.21.pdf](https://democracy.greatermanchester-ca.gov.uk/documents/s18222/GM%20Strategy%20Report%2017.12.21.pdf)

Tracking/ Process

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

Yes

Exemption from call in

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

To be discussed at O&S committee on 27th July

1. Introduction/Background

1.1 The full progress report is included below, and is structured with an Executive Summary, followed by the Issues Report and 15 Shared Commitment updates.

2. Recommendations

2.1 Recommendations appear at the front of this report.

Greater Manchester Strategy Progress Report – July 2022

Executive Summary

The Greater Manchester Strategy (GMS) seeks to deliver Good Lives For all, and for our city-region to be greener, fairer, and more prosperous in all parts.

The Strategy sets out shared commitments – the GM we want to see; shared commitments – the actions we are going to take; ways of working – how we will deliver.

Our Shared Outcomes	Our Shared Commitments	Our Ways of Working
<p>The Wellbeing of our People</p> <p>A Greater Manchester where our people have good lives, with better health, better jobs, better homes, culture and leisure opportunities and, better transport.</p> <p>A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.</p> <p>Vibrant and Successful Enterprise</p> <p>A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.</p> <p>A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability.</p> <p>Greater Manchester as a leading city-region in the UK and globally</p> <p>Greater Manchester as a world-leading low carbon city-region.</p> <p>Greater Manchester as a world-leading digital city-region.</p>	<p>We will drive investment into our growth locations, and use that to create opportunities in adjacent towns and local centres.</p> <p>We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces.</p> <p>We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy.</p> <p>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.</p> <p>We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike.</p> <p>We will enable the delivery of world-class smart digital infrastructure.</p> <p>We will realise the opportunities from our world-class growth and innovation assets, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the city-region.</p> <p>We will support our businesses to grow sustainably, to become as prosperous as they can be.</p> <p>We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.</p> <p>We will ensure businesses are able to access the skills and talent they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't.</p> <p>We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills.</p> <p>We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online.</p> <p>We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester.</p> <p>We will tackle food and fuel poverty experienced by Greater Manchester residents.</p> <p>We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health.</p>	<p>Leadership – We will adopt a distributed leadership model which is representative, culturally competent and inspiring.</p> <p>Environment – All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the Greater Manchester 5-year Environment Plan. Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy.</p> <p>Equality – We will eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.</p> <p>Involving stakeholders – We will seek to ensure we put people at the centre of our decision making, and ensure the right stakeholders are involved in all our work, delivering through productive and meaningful partnerships.</p> <p>Effective communication – We will ensure our communication is more than just the exchanging of information. We will be transparent and complete in our communications, delivered in a timely manner.</p> <p>Progressive Procurement and Social Value – We will capitalise on the opportunity to redefine and strengthen the way we use social value, and will use procurement and social value to support our responses to tackling the climate and inequalities challenges.</p> <p>Employing robust quantitative and qualitative evidence-based approaches – We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do. We will adopt principles that data will be disaggregated by geography or cohort wherever possible, to deliver below the averages, understanding the variance in outcomes by location and population group.</p> <p>Workforce – We will put in place a comprehensive workforce programme to support organisational and workforce development based on and facilitating a more integrated public facing workforce.</p> <p>Innovation – We will explore and apply new and more effective approaches to maximising Greater Manchester's innovation assets to drive economic development and will support the development of social innovation, enabling greater opportunities for people and places.</p> <p>Thinking for the future – We will wherever possible, embed prevention as part of our standard practices. We want to ensure that Greater Manchester can meet the needs of the present, without compromising the ability of future generations to meet their own needs.</p> <p>Understanding the impacts of our decisions – We will adopt an assurance framework which assesses our progress on the implementation of the shared ways of working, and the effectiveness of these changes as they are delivered.</p> <p>Enabled via:</p> <ul style="list-style-type: none"> • Embedding the Greater Manchester model of unified services • Investing in the VCSE sector • The Greater Manchester Good Employment Charter • Greater Manchester's Digital Blueprint.

The GMS adopts a whole system approach, with every part of the public, private and voluntary sectors in GM having a role to play if the shared outcomes and commitments are to be attained. In that context, the use of the term 'GM system' should be interpreted in this widest possible context, not specific to any sector, partnership or agency.

This report, like the overarching strategy, does not seek to 'prescribe out' actions to the GM system, instead it draws attention to systemic issues, which should be given due consideration and reflection, driving change and actions in all parts of the system if the GMS is to be delivered. Individual actions, aligned to each of the issues identified are not therefore provided, instead the due consideration by report recipients should determine the extent to which the issues identified are relevant in

any given area, and specific actions, delivered via the Ways of Working, developed as appropriate in response.

A self-assessment has been undertaken to understand where GM is currently and where we need to see change if we are to collectively deliver the GMS ambitions. This report builds from evidence gathering / baselining assessment against the 15 shared commitments, ways of working, and the data and targeting information ([GMS performance dashboards \(draft\)](#)) developed as part of the progress monitoring framework. Under the three pillars of *greener, fairer and more prosperity in all parts of Greater Manchester*, it identifies where we are now; what we are already doing; the issues GM needs to respond to with areas for Greater Manchester development and areas where we need different working arrangements with Government.

At six months into the new Strategy, the self-assessment has identified areas for development for GM and supporting proposals to Government, which can unlock GM's potential and support the achievement of the GMS (summarised below):

Our Ambition	For GM to improve further we need to respond to the following issues	What the GM system can and needs to do
<p>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.</p>	<p>The collective efforts required to achieve carbon neutrality by 2038 are not evident across the breadth of thematic areas and activities at present, with the need for greater whole system responses and actions necessarily ‘pivoted’ to meet this agenda.</p> <ul style="list-style-type: none"> • Unless we pivot action now, and deliver a step change in activities and associated funding, achieving the 2038 carbon neutrality target will be incredibly challenging • There is some way to go for these to form an intrinsic and embedded set of system-wide actions in support of this agenda • Current resources are not sufficient to deliver this target. • Conflicting and difficult trade-offs between agendas need to be faced head on. 	<ul style="list-style-type: none"> • Build on existing partnership working, to firmly embed the understanding, ownership and actions required in ‘everybody’s business’ • Address the need for urgent action, by reframing actions required and referring more directly to the need to take action now in order to meet our 2024 carbon budget, en route to 2038 carbon neutrality • Pivot activity and associated funding to focus on our environmental ambitions and as part of this approach stop activity counter to these ambitions • Develop opportunities for furthering coordination / alignment of funding, commissioning and investment decisions, to deliver a more complete pipeline of programmes and interventions • Deliver Sector specific targeted activities • Broadening the use of impact assessment tools

	<ul style="list-style-type: none"> An increased sense of urgency is required to meet this ambition 	<ul style="list-style-type: none"> Ensure we build into all areas of work open, honest and timely communication mechanisms Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
<p>Greater Manchester will be a place where our people have good lives, with better health; better jobs; better homes; and better transport; A Greater Manchester of</p>	<p>To meet our ambition GM needs to embed equalities more systematically into all thematic areas. This should include a review of current activity to determine where changes or necessary pivots could be made and through more effective data collection, analysis and use maximise targeting of resources to meet the evidenced need.</p> <ul style="list-style-type: none"> Responding to equalities and fairer issues are not routinely, systematically embedded into all thematic areas, with the necessary policy delivery or system 'pivots' to meet the challenges. 	<ul style="list-style-type: none"> Act with urgency to address inequality, recognising a lack of pivoted action coupled with the cost of living crisis is creating/has created a burning platform Adopt more consistent approaches to the collection, analysis and use of data in the design and development of policy, but also in the collection of services user data for delivered activities Proactively draw on community insight, for example through discussion at Equality Panels, to discuss issues and co-design of policy with communities of identity

<p>vibrant communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.</p>	<ul style="list-style-type: none"> • There is scope for the greater and more consistent collection and use of equalities data to further target policy and delivery across the whole system. • Use of community insight across all thematic areas could be more routinely and systemically utilised • More routinely roll out pilots to deliver pan-GM approaches and responses, and where resources are limited the learning, good practice and knowledge gained through the piloting of approaches to be embedded within the GM system and used to inform future policy and delivery • The prevention agenda and the expansion and evolution of place-based integrated working across all services has however slowed across GM 	<ul style="list-style-type: none"> • Undertake greater evaluation and expansion of piloted activities, seeking to embed good practice pan-GM, and build greater mechanisms for minimum standards and minimum offers available to all people and places • Broaden the use of impact assessment tools • The GM system to consider how to reenergise the proactive prevention agenda and integrated place-based working, in the face of the reactive responses as well as wider financial and demand pressures • Track and monitor progress of the three neighbourhood floor targets, with the whole GM system responding if any area is falling behind • Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
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<p>Greater Manchester will flourish driving local and UK growth through a fairer, greener, growing economy built on our innovation assets, putting people and place first, and recognising our global strengths and progressive thinking in advanced</p>	<p>To deliver the GMS, and the levelling up agenda that it sets, GM needs to translate opportunities into economic benefit for all parts and communities of GM, whilst also positively impacting upon environmental, social and wider economic ambitions.</p> <ul style="list-style-type: none"> • There is potential for greater targeting of provision or evaluation/monitoring of provision for economic programmes to directly respond to inequalities • There is scope to further maximise opportunities linked to our environmental goals and mitigate against the negative impacts of growth • Skills supply and demand provision may struggle to deliver to the scale and volume required to meet current and projected future growth in some industries • The need to be mindful of the potential differential take up of projects was identified, highlighting the need for inclusive and targeted approaches 	<ul style="list-style-type: none"> • Undertake a review of current activity to support the embedding of social and environmental goals within policy and delivery • Better communicate and tailor advice to different business sectors • Adopting more consistent approaches to the collection, analysis and use of data in the design and development of policy, but also in the collection of services user data for delivered activities • Undertake a pipeline analysis/mapping to fully understand breaks in the skills system, and therefore understand better what can be done to address these • Developing a programme to encourage employers, however small, to make a commitment to support skills development • Implementing specific success measures / targets for projects and programmes including
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materials and manufacturing, health innovation, digital and creative, and clean growth	<p>ensuring access and take up from across different communities and places</p> <ul style="list-style-type: none"> • There may be opportunities to broaden programmes and delivery to make them more systemic 	<p>those linked to equalities and environmental measures</p> <ul style="list-style-type: none"> • Broaden the use of impact assessment tools • Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
To maximise the impact of our actions and ultimately achievement of our GM ambitions through a system wide coordinated approach to activity, underpinned	<ul style="list-style-type: none"> • It has not been possible to form a view as to whether the collective actions being taken will deliver the GMS as a whole. Good intelligence and lines of sight are in place by individual thematic lens or individual project /programme, but it has proven difficult to use this information to form an aggregate view of volume and scale of delivery to meet the GMS ambitions • Where good cross-thematic coordination / dialogue in strategy and delivery are in place this has resulted in shared objectives, collaboration on resources and an in-built understanding across thematic areas of shared outcomes and 	<ul style="list-style-type: none"> • Progressive procurement practices have the potential to unlock untapped potential and benefit for GM. The GM Social Value Framework provides the mechanism by which this can be achieved. Further review of current procurement practices and consistent use of the Social Value Framework going forward can support delivery of the GMS ambitions. • GM should consider the future role and levels of involvement in driving the GMS through the established delivery groups including their role in: leading/facilitating a more holistic view and delivery of collective actions in support of

<p>by our 'Ways of Working'</p>	<p>appreciation of the necessary interdependencies of other parts of the system to achieve identified outcomes</p> <ul style="list-style-type: none"> • Increased awareness, and more consistent use of the VCSE Accord will support the delivery of the GMS, particularly as a key enabler of the ways of working • Where good communication channels are in place, this is enabling effective policy design, delivery and partnership working, with opportunity to replicate this more widely across the GM system • There appears to be scope for the development of more opportunities for the GM system to share and embed learning and good practice, and to collectively develop a greater 'collective memory' of interventions, pilots and programmes that have proven successful from which to build • There is greater scope for more joined up funding sources, delivering on locally determined priorities and coordinated at the city-region level to increase 	<p>delivery of the GMS commitments; communicating and driving sharing and learning/good practice across groups/thematic areas</p> <ul style="list-style-type: none"> • Build the capacity to review the current activity on the prevention agenda and work together to determine ways in which this can be reenergised, balanced against the urgent need priorities • Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
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	<p>impact and efficiency. Embedding the GM social value framework is supporting better outcomes through commissioning and procurement</p> <ul style="list-style-type: none"> • A proactive prevention agenda and place-based integrated working have the potential to support the GM system to better respond to community need • Challenges and opportunities posed as the current health and care system transitions to the Integrated Care System (ICS) have been identified 	
<p>Delivering on the GMS, supporting greener, fairer, more prosperous national growth, will require commitment from the Government to work in partnership through...</p> <p>Further and faster devolution of powers and resources to GM which can unlock our potential to deliver on the ambitions we and Government have set, for example in areas such as:</p> <ul style="list-style-type: none"> • Devolved arrangements and local flexibilities around post-19 skills and skills and technical / vocational post-16 • Greater local influence over employment support, design and delivery • Development of the Bee Network and public transport improvements, in support of developing a London style integrated transport network 		

- Work with Government to develop ways to improve standards and quality of GM's private rental sector
- Joint working with Government to develop new national standards for home building which are in support of local and national carbon neutrality goals
- New and further developed partnering arrangements with Government, and departments, to deliver on our ambitious housing and regeneration plans
- Work with Government to secure additional resources (including funding) to deliver shared priorities at pace and scale, including responding to local capacity constraints and responsive to current and future demand
- Further devolved arrangements for GM proportions of fundings nationally allocated, e.g. Eco Funding
- Work towards a devolved single funding allocation for GM, enabling greater coordination, systemic alignment and delivery of more efficient and effective outcomes
- Further our work with Government to improve collection of and access to data, in particular those datasets which can be analysed by communities of identity or small geographic areas

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Introduction

The GMS seeks to deliver Good Lives For all, and for our city-region to be greener, fairer, and more prosperous in all parts.

We have challenged ourselves with the new GMS, and we are now responding to that challenge.

We have undertaken a thorough and honest review of where we are as a system and where we need to be in order to deliver our GMS ambitions.

We have reviewed and understand how our systems work, how we work collectively and holistically in order to deliver for the people and places of GM. We have looked at systemic issues in the round and drawing on the embedded good practice we see across our partnerships, have identified areas where we can go further, faster.

Detailed data dashboards have been developed to target, measure and monitor overall GMS progress, these can be viewed in full at [GMS performance dashboards \(draft\)](#)

Building on examples of good practice, piloting, partnering and pivoting our approaches and activities we are equipping ourselves to deliver a greener, fairer,

more prosperous GM. But this requires a step change, driving improvement in the way we operate at GM level, ensuring our policies and decisions are supportive of our ambitions, and working with Government to devolve the necessary resources to the city-region equipping us to deliver.

The self-assessment we have undertaken six months into the new strategy has provided us with substantial evidence and understanding of what we are doing well, good practice from which we can build, and where we need to do adapt or do more.

The challenges GM faces are not singular, they are not issues which can be siloed or pigeon-holed with single, linear responses. GM faces complex, interconnected challenges, and only through holistic, multidisciplinary responses will we be able to meet those challenges. Decisions we take need to move us towards a greener, fairer, more prosperous city-region. Understanding the interconnected nature of these three pillars, and designing policies and delivery which are responsive to all three pillars will deliver a more sustainable, efficient and effective set of interventions driving greener, fairer, prosperity.

All thematic areas have a role to play in achieving the GMS, driven through the shared outcomes and commitments – of which all parts of the GM system have a role to play. Without this whole system approach we will not be able to deliver the GMS.

How we organise ourselves, coordinate activity and resources and how we commit to truly shared outcomes and commitments and embed the ways of working is our key to success. Through our review and the actions we will take we will ensure GM is in the best possible shape to deliver on these ambitions, but this cannot be done without further devolution.

Decentralising powers and resources will enable us to have the best possible chance to level up, to step up, and to deliver our GMS and support the national ambitions.

Greener Greater Manchester

Our Ambition...

We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment

Where we are...

Greater Manchester carbon emissions vs. carbon budget, 2018-19, Mt CO₂e

Year	GM carbon budget (Mt CO ₂ e)	GM carbon emissions (Mt CO ₂ e)	Gap (Mt CO ₂ e)
2018	9.7	12.2	2.5
2019	8.3	11.8	3.5

Source: UK local authority and regional carbon dioxide emissions national statistics (BEIS, 2021)

The [carbon emissions](#) data confirm that we are **currently behind where we need to be in order to achieve our ambition for GM to be carbon neutral by 2038**. By 2019, we were 6.0 Mt CO₂e behind where we need to be on our 2018-38 carbon budget. Although annual estimated carbon emissions in GM in 2019 (11.8 Mt CO₂e) were slightly below those in 2018 (12.2 Mt CO₂e), the gap between actual emissions and budget had widened from 2.5 Mt CO₂e to 3.5.

Greater Manchester carbon emissions by sector, 2019

Sector	% of carbon emissions by sector, 2019
Transport	38.7%
Domestic	32.2%
Industry	14.4%
Commercial	10.1%
Public sector	4.3%
Land use, land-use change and forestry	0.3%

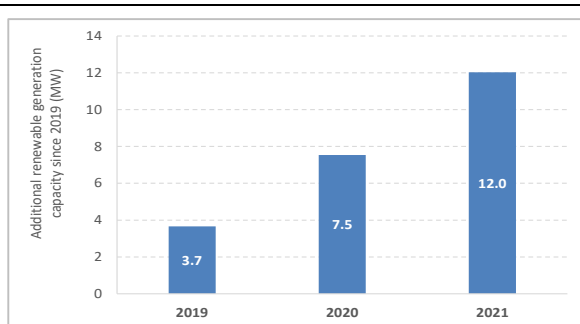
Source: UK local authority and regional carbon dioxide emissions national statistics (BEIS, 2021)

In 2019, transport was the principal driver of GM's carbon emissions, followed by domestic emissions. The data emphasise the importance of activity under the Bee Network and wider transport initiatives in accelerating our transition to a low carbon transport system. Similarly, addressing domestic emissions requires rapid and widespread adoption of retrofit and green energy initiatives.

Greater Manchester additional renewable generation capacity 2019-21 (MW)

Proportion of trips made via public transport and active travel, 2017-19

Mode	Proportion (%)
Car or van driver	56.9%
Walk	28.5%
Public transport	9.9%
Other	2.5%
Cycle	2.2%



Source: Renewable Energy Planning Database (BEIS, 2022)

By 2021, GM had generated 12.0MW in [additional renewable generation capacity](#) since 2019. The GM target associated with this indicator is currently being revised.

Source: Greater Manchester Travel Diary Survey data (Transport for Greater Manchester), 2021

Around two out of five trips (41%) made by survey respondents resident in GM in 2017-19 were by [public transport or active travel](#). Since 2014-16, this proportion has increased, up 1.5 percentage points over the three-year period to 2017-19.

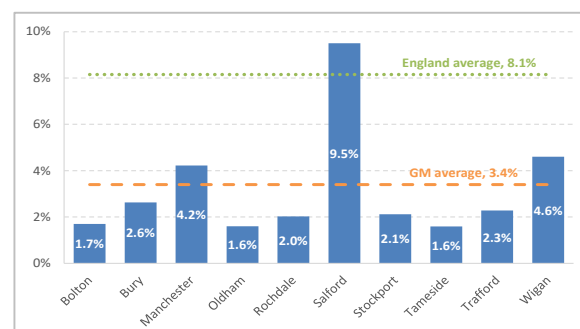
Number of trees planted per annum, 2018/19-2020/21



Source: GM City of Trees monitoring data (2021)

In 2020/21, 188,244 [trees were planted](#) across the city-region, 68% more than in 2019/20. Our target is to plant an additional 350,000 trees over the period from 2020/21 to 2023/24.

Properties at risk of flooding, March 2022



Source: GM City of Trees monitoring data (2021)

3.4% of GM properties were at [risk of flooding from rivers](#) in March 2022. There was considerable variation across the ten localities, ranging from 1.6% to 9.5% of properties at risk.

What we are already doing as a Greater Manchester system...

Some of the GM activity currently supporting our ambition includes:

- *UK's first regional Clean Growth Mission* - focusing both on rapidly reducing our carbon emissions and stimulating business innovation to achieve our goals.
- *Go Neutral Smart Energy Programme*- 3-year programme which aims to accelerate the delivery of up to 85MW of solar power generation with battery storage and electric vehicle charging infrastructure across Greater Manchester by trusted, stringently procured suppliers

- *Energy Innovation Agency*: a new delivery mechanism to accelerate the introduction of energy related innovation to tackle the net zero challenge, increase energy security and bridge the energy innovation gap. The first energy innovation challenge, launched in April, is to drive and a new innovative model for non-domestic buildings retrofit.
- *Trafford Energy Park* - A multi energy system deployed on one site including, Cyro storage, Battery Storage, renewable generation, Green Hydrogen Production alongside an existing Gas-powered peaking plant.
- *Local Energy Market and Development of Local Area Energy Plans* - The Local Energy Market project is looking to deliver a smarter local energy system that will revolutionise how energy is used, stored and distributed across Greater Manchester's 10 boroughs. Proposals will pave the way for new technologies and low-carbon infrastructure in the future from renewable energy sources like air source heat pumps to solar panels and electric vehicle charging points.
- *Retrofit Action: Green Homes Grant programme* – expected outputs c2200 domestic properties retrofitted, with increased EPC ratings; *Retrofit Action Plan* to galvanise action including Retrofit Accelerator and Heat Pump Accelerators for the 'Able to Pay Market' – expected outputs include c1000 retrofit assessments leading to 500 properties retrofitted in year1 and 500-750 air source heat pumps installed respectively; and Successful LA bid to the *Social Housing Decarbonisation* Fund Bid in February 2022 with expected outputs of 1,200 social housing retrofits being delivered by May 2023 - further bid round is anticipated in the Autumn, and preparatory work is underway; *Retrofit Skills Hub* (£1.1m) commissioned through Skills for Growth programme and AEB Local Level 3 qualifications – including retrofit green skills.
- *Public Sector Decarbonisation* Programme is looking at how we can improve public sector buildings in Greater Manchester to make them greener and more energy efficient
- *Delivery of 50,000 affordable homes by 2038* - with at least 30,000 being net zero carbon social rented homes. GMCA has signed an MOU with Homes England to drive additional investment and activity with investors. This will embed effective joint partnership working as business as usual in support of

housing delivery and broader strategic objectives, agreeing a strategic partnership and quantum of support from both sides – this is a leading edge partnership as cited in the Levelling Up White Paper.

- *Carbon Neutral Transport Network:* Greater Manchester has an ambition to become the first city region to develop a carbon neutral transport network. Under the plans, the city region's bus fleet will be 50% electric by 2027 and 100% electric within a decade, the Greater Manchester Ring and Ride fleet will also transition to zero emission technology by 2027. Metrolink already runs on 100% renewable energy, and funding has been secured to develop the next stage of plans for expanding the network. Active travel is also an important feature of plans including the Bee Network Cycle Hire Scheme.
- *Places for Everyone:* seeks to connect the supply of new housing to wider strategies and policies including around the quality of place, town centres and other spatial priorities, infrastructure provision including schools, health facilities and other social infrastructure as well as power, water and transport, access to open space, economic growth, flood risk and sustainability.
- *Journey to Net Zero* is a fully funded online programme exclusively for SMEs in Greater Manchester that want to get on the path to net zero emissions, but aren't sure where to start. With expert support, businesses build a strategic plan to cut their carbon footprint, reduce costs, minimise risk and capitalise on the many opportunities awaiting you in the net zero world. Activity focused on Journey to Net Zero (and Bee Net Zero) will thus deliver on multiple agenda – supporting both a More Prosperous and Greener GM.
- *Bee Net Zero* is a Business Engagement Programme launched in October with targets of 12.5k/10% of GM businesses pledged to the Net Zero approach per annum and/or 287.5k/10% KtCO₂ of carbon footprint of GM businesses pledged to the Net Zero approach per annum with ambition to scale up further if Business Rates Funding is confirmed.
- *Clean Air Plan:* GM is committed to cleaning up the air our residents breathe - but in a way that helps people to make the change to cleaner vehicles and does not put jobs, livelihoods and businesses at risk. and are working with Government to deliver a new Clean Air Plan

- Natural Environment: Various programmes including: *GM Green Spaces Fund*, *Local Nature Recover Strategy*, *IGNITION* – 12 partner innovation project to establish innovative ways of financing urban nature based solutions that build resilience to climate change, *Natural course* – partnership working to deliver integrated water management solutions; City of Trees
- *Infrastructure Tripartite Agreement* A Memorandum of Understanding with the Environment Agency and United Utilities on sustainable water management working to increase resilience to flood risk and impacts of climate change
- *Sustainable Production/Consumption programmes*
- *Sustainable Food programmes*
- *GM Environment Fund*: The Greater Manchester Environment Fund is uniting public, private and philanthropic funders in a mission to tackle urgent environmental challenges facing the city region. The GMEF has attracted over £2m of funding to deliver environmental projects.
- In addition to those key programmes outlined above, there are other programmes and projects being delivered which respond to the climate emergency – as set out in the report for Commitment 5.

Our self-assessment has shown in order for GM to improve further we need to respond to the issues below:

The collective efforts required to achieve carbon neutrality by 2038 are not evident across the breadth of thematic areas and activities at present, with the need for greater whole system responses and actions necessarily ‘pivoted’ to meet this agenda.

- Unless we **pivot action now, and deliver a step change in activities and associated funding**, achieving the 2038 carbon neutrality target will be

incredibly challenging. In addition, there is a need to stop doing activity which is counter to our ambitions ie 'stop doing bad stuff'.

- Despite a good systemwide understanding of the target, and evidence of actions under thematic areas being responsive to the environmental agenda, there is some way to go for these to form an **intrinsic and embedded set of system-wide actions in support of this agenda**
- **Current resources are not sufficient to deliver this target.** Targeted investment and activities such as skills investment are paying dividends however, gaps in the scale, pace and funding of activities are preventing GM going further and faster. To address this there is a need to (i) pivot activity and associated funding to focus on our environmental ambitions and as part of this approach stop activity counter to these ambitions; and (ii) once activity has been pivoted across whole system funding allocations, identify gaps in the nature and level of funding required to action and thus achieve our ambitions.
- **Conflicting and difficult trade-offs between agendas need to be faced head on.** Policy and investment decisions need to be taken with the fullest possible understanding of the impacts of the proposition on the 2038 carbon neutrality target. Where decisions are then taken which are counter to this ambition, the whole GM system needs the ability to deliver more and further mitigating actions to maintain a course to 2038.
- **An increased sense of urgency is required to meet this ambition.** GM should reframe actions required and should refer more directly to the need to take action now in order to meet our 2024 carbon budget, en route to 2038 carbon neutrality.

What the GM system can and needs to do...

- Build on existing partnership working, adopting a cross-thematic approach / team to the refresh of the Environment Plan, to **firmly embed the understanding, ownership and actions required in 'everybody's**

business’. The existing 5 Year Environment Plan Board provides the ideal foundation from which to develop this broader partnership for the evolution and wider embedding of this agenda and driving the urgent action needed.

- **Address the need for urgent action**, by reframing actions required and referring more directly to the need to take action now in order to meet our 2024 carbon budget, en route to 2038 carbon neutrality.
- **Pivot activity and associated funding to focus on our environmental ambitions** and as part of this approach stop activity counter to these ambitions; and (ii) once activity has been pivoted across whole system funding allocations, identify gaps in the nature and level of funding required to action and thus achieve our ambitions
- There are some excellent examples of commissioned activity being delivered in GM which will support the carbon neutrality target. There is scope however for **further coordination / alignment of funding, commissioning and investment decisions**, to deliver a more complete pipeline of programmes and interventions, which are complementary with each other and enable greater impact.
- Effective and appropriately tailored and targeted activities will ensure GM activities are more aligned to this agenda and supportive of the 2038 target. **Sector specific targeted activities** are highly effective at engaging stakeholders, with direct and tangible impacts and actions. There appears to be scope for a furthering of this approach in GM wide activities.
- **Broadening the use of impact assessment tools** (such as the Decision Support Tool) at inception phases of policy and delivery design to fully understand the conflicting and difficult trade-off between agendas, amending policy/programme design to address issues identified or, where not possible, ensure that mitigating measures are included within design of the policy/programme.
- Across GM there is a network of complex stakeholders, groups, agencies, organisations and communities. In order for that complex network to continue to work effectively ensuring we build into all areas of **work open, honest and timely communication mechanisms**. We will seek to further strengthen and

broaden mechanisms to ensure all parties are engaged with the agenda and proactively taking the relevant actions, with good vertical and horizontal communication channels, to ensure the right mix of people are engaged, inputting and responding.

- **Work with Government** to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions.

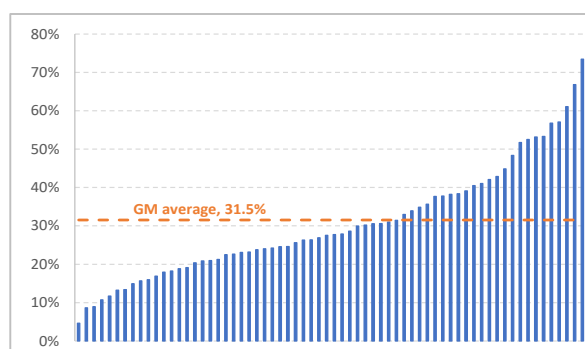
A Fairer Greater Manchester

Our Ambition...

Greater Manchester will be a place where our people have good lives, with better health; better jobs; better homes; and better transport; A Greater Manchester of vibrant communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.

Where we are...

Children living in relative low-income families: distribution by GM neighbourhood, 2021

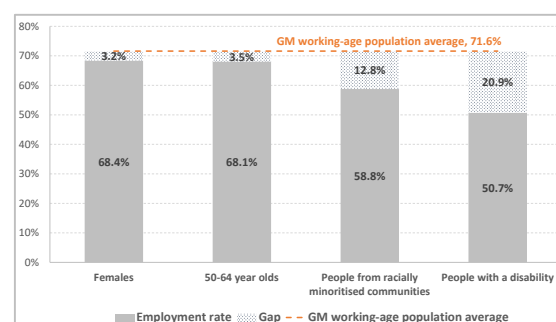


Source: Children in low-income families: local area statistics (Department for Work and Pensions, 2022)

Just under a third (32%) of GM [children were living in relative low-income families](#) in 2021. There was significant variation between localities, and at neighbourhood level the gap was even wider, ranging from 5% to 72%.

Neighbourhood floor target: take-up of funded early education places for two-year olds, 2021

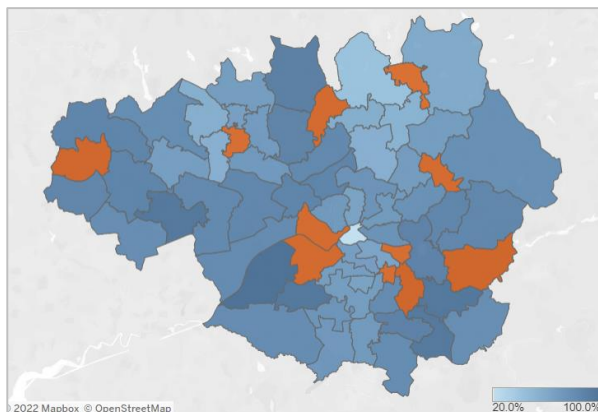
Employment rate gap by demographic group, GM working-age (16-64) population, 12 months to December 2021



Source: Annual Population Survey (Office for National Statistics, 2022)

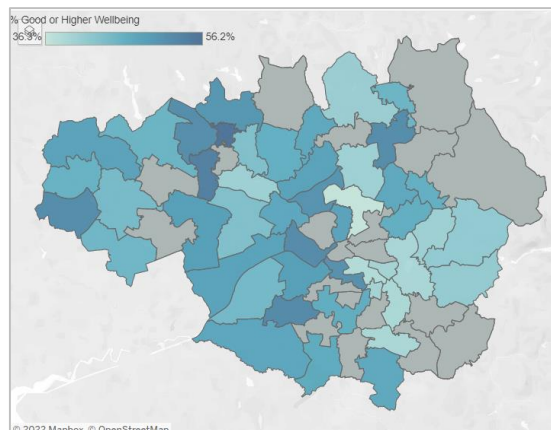
The [employment rate](#) for the GM working-age population in the year to December 2021 (72%) contrasted markedly with that for certain demographic groups: the employment rate gap was 3 percentage points for females, 4 points for older (50-64 year old) workers, 13 points for people from racially minoritised communities, and 21 points for people with a disability.

Neighbourhood floor target: proportion of young people (Year 10s) reporting good or higher wellbeing, 2021



Source: Department for Education / bespoke GM locality data (2021/22)

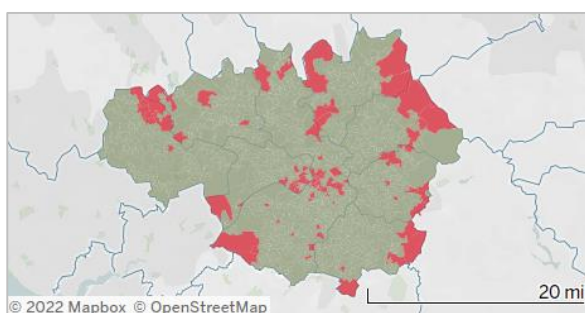
Take-up of [funded childcare and early education places for two-year-olds](#) from more disadvantaged families in 2021 varied across the GM localities from 57% to 88%. The GMS floor target focuses on one priority neighbourhood in each GM locality, committing to improve take-up by ten percentage points by April 2024, to help close the gap with the rest of the locality. This will benefit children's educational, cognitive and socio-emotional outcomes, as well as supporting parents to balance home and work life.



Source: Greater Manchester #BeeWell Survey (2021)

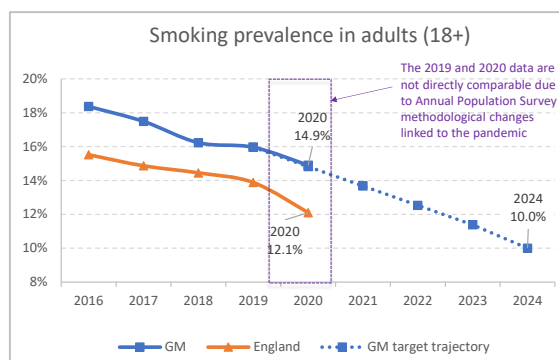
The 2021 #BeeWell Survey showed that the [proportion of young people \(Year 10s\) reporting good or higher wellbeing](#) varied considerably, ranging from 36% to 56% across the 66 neighbourhoods. Alongside a pan-GM target to improve from the city region baseline average of 45%, the floor target commits to reducing the range or 'spread' of scores across neighbourhoods, achieved by improving support and sharing best practice, place-based targeting and prioritisation where appropriate, and catalysing community-led ownership of wellbeing as a local objective that helps to create the conditions for young people to thrive.

Neighbourhood Floor Target: premises unable to access download speeds of at least 30MBits/s per second, 2021



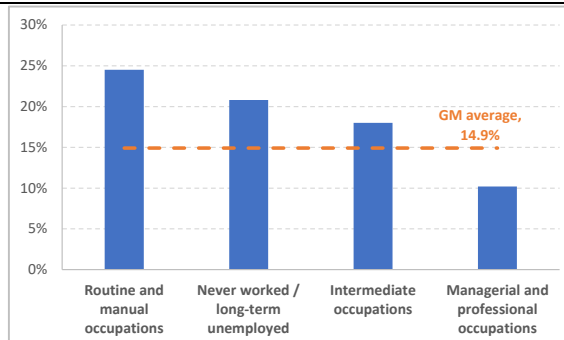
Due to considerable sub-neighbourhood level variation, the **digital download speed** floor target focuses on smaller LSOA (lower-layer super output area) geographies. The [proportion of premises unable to access download speeds of at least 30 MBits/s](#) in 2021 varied from 0% in some GM LSOAs to 71% in one more rural LSOA. We are targeting the 5% of GM LSOAs (84 in total) with more than 12.1% of premises unable to access speeds at this level. The aim is to

Proportion of adults who are current smokers, 2016-20



Whilst overall [smoking prevalence](#) amongst the GM adult population as whole is falling, those employed in routine and manual occupations are considerably more [likely to smoke](#) (25% were current smokers in 2019, compared to an all adult rate of 15%).

help address one of the core drivers of digital exclusion, as well as bringing growth and productivity benefits alongside



What we are already doing as a Greater Manchester system...

Some of the GM activity currently supporting our ambition includes:

Better Health

- *Public Service Reform including:*

Integrated Care System - The transition of GM's health and care system from the current health & Care partnership structures to the new Integrated Care Partnership is currently underway.

Population Health - Proposals for Population Health functional requirements at GM and locality / place-based levels were agreed at the ICS Transition Board in February 2022. Confirmed continued investment in good start and good work activities. A Build Back Fairer Expert Assessment Group has been established to provide expert interpretation of inequalities intelligence and data as a means of identifying priorities and driving activity

Delivering Services in Place – Through the Unified Model of Public Services - Development of health and care Locality Boards, to determine and drive local priorities for health and care system under ICS development now underway.

- *Wellbeing (including social prescribing) including:*

A Live Well working group has been established with membership from HSCP, GMCA, VCSE. The Live Well programme will build on local prescribing services and create a GM Live Well minimum offer, designed with communities and offering routes into supported activities, information and advice across all 10 districts.

GM Mental Wellbeing Programme: This programme is aimed at: building the capacity and capability within the GM system to promote good mental health; challenging the stigma associated with poor mental health; and strengthen system leadership.

- *Early intervention and prevention including:* programmes focusing on supporting vulnerable & marginalised women, domestic violence, older people, drugs and alcohol, making smoking history, ending new cases of HIV, diabetes prevention
- *Children & Young People: programmes focused around addressing:* Obesity in Reception aged children - GM is a pathfinder site for an NHSE national integration pilot (one of 5 nationally) with investment of £300k for 3 years from 2021/22; childhood asthma, Early Years integrated digital solution, improved maternity outcomes
- *Physical activity: GM Moving* is the comprehensive plan to reduce inactivity and increase participation in physical activity and sport that is aligned to the Greater Manchester Population Health Plan priority themes and wider reform agenda. GM Moving brings together partners in Greater Manchester, including GM Active to work together collaboratively. Activity focused around: Active lives for all; Widening Access and Participation in Sport, Leisure, Walking and Active Travel; Active Places; Integrated system; Culture Change. The programme is reflective of prioritising, resourcing and delivering results.
- *Healthcare COVID Recovery:* The recovery plan will build upon the successful collaborative and structured approach employed during COVID to manage the significant challenges of recovery. The plan will build upon the previously agreed Provider Federation Board (PFB) operating model and put forward areas of focus - it will cover Urgent Care; Elective Care; specialist and fragile

services; Cancer; Mental Health; Clinical support services; Community services; Health inequalities; Finance; Workforce and Digital.

Better Jobs

- *Foundational Economy Programme:* Work is ongoing within both existing support structures and in creating new ones to understand better what works, as well as demonstrating leadership and building networks and collaborations that increase the capacity for positive change for both workers and businesses in the foundational economy. A Fund is being developed to stimulate a series of experiential projects addressing specific "Challenge Areas" where innovative solutions could improve outcomes in the Foundational Economy and provide learning on the resources and policy levers required to create wider development, and develop innovation capacity in the foundational economy. Four sectors that the fund will support projects in are Health and Social Care, Early Years and Childcare, Retail and Hospitality, Leisure & Tourism. Complementary skills activity has also been commissioned, including new social care progression programmes.
- *GM's real Living Wage (RLW) City Region campaign:* In November 2021, Greater Manchester became the first Living Wage City-Region officially recognised by the Living Wage Foundation. Through close partnership with the Foundation, Greater Manchester has put in place a dedicated taskforce working across different sectors of the economy to engage with employers and encourage them to support our ambitions. As of the start of April 2022, there are 466 accredited employers across Greater Manchester. Building on the RLW campaign, it was announced in March that by the end of the year, more than half of Greater Manchester's 10 boroughs will be paying the real Living Wage to directly and indirectly employed adult social care staff, soon to be £9.90 per hour. The remaining boroughs are on track to deliver the RLW for their adult social care staff soon after.
- *Progressive Procurement & Social Value:* It was announced in March that GMCA and local authorities will move by 2023 to only procuring from

companies that pay the real Living Wage, support good employment and have developed plans to become carbon neutral. In addition, a commitment was also made to improve supplier diversity by reserving some contracts for GM SMEs or VCSE organisations. Furthermore, GM NHS has been included in discussions with GMCA around “Driving Social Value in Greater Manchester Public Procurement” with a joint action plan being developed. There are opportunities presented through the development of the ICS but these will require capacity and embedding in the early design stages. The Growth Company has published a Progressive Procurement Policy and is tracking Equality, Diversity and Inclusion measures for their supply chain. This baseline will give them a better understanding of the impacts of procurement patterns.

- *Greater Manchester Good Employment Charter:* a voluntary membership and assessment scheme which has been created to improve employment standards across all GM employers, regardless of size, sector or geography. Organisations – including public sector bodies, private sector businesses, service providers, the third sector, and voluntary and community organisations – can sign up to the Charter. Over 850 employers are engaged with the Charter Unit as of the start of April.
- *GM Age Friendly Employer Toolkit:* GMCA has become the first UK city-region to launch a toolkit designed to help and inform employers on the positive impact an age-friendly workplace can bring
- *Working Well Programmes:* Working Well refers to a family of services that support people in Greater Manchester who are experiencing or at risk of long-term unemployment. Across the Working Well programmes almost 55,000 people have been supported, with 17,500 supported into work, bringing in support and investment from a range of agencies, including direct health & care investment in the Early Help programme. Contracts are now live also for sector specific skills contracts (responsive to employer demand), and which have a focus on real living wage employment.

Better Homes

- *Places for Everyone*: the Joint Development Plan Document for 9 of the 10 districts, sets the spatial planning framework in which development can be brought forward within GM. It seeks to take advantage of the opportunities for delivering high levels of economic growth, whilst addressing the challenges for securing genuinely inclusive growth and prosperity, including making the most of the key assets at the core of the conurbation. boosting significantly the competitiveness of the northern parts of Greater Manchester, whilst ensuring that the southern area continues to make a considerable contribution to growth by making the most of its key assets. Set within the context of Places for Everyone, six Growth Locations [LINK] have been identified which represent opportunities for the whole city-region to bring forward development at a scale that can drive the transformational change we want to see in GM
- *Delivery of Affordable Homes*: A Tripartite Agreement has been signed between GMCA, GM Housing Providers and GMHSCP bringing together a broad coalition of key organisations working together (with Homes England) to address housing, place, health and inequality issues at GM scale. There are several different groups of households under particular pressure to be able to live in decent and affordable housing, which will only increase with the cost of living crisis. GMCA has committed with Greater Manchester Housing Providers, Homes England and other partners to address challenges and aim to deliver 50,000 affordable homes by 2038 with at least 30,000 being net zero carbon social rented homes
- *Decent Homes*: Work is ongoing to retrofit and adapt existing homes to provide safe, warm and affordable homes for all ages. By August 2022 expected outputs of c.2200 domestic properties will be retrofitted, with increased EPC ratings.
- *Safe Homes*: The Gender-Based Violence Board has defined 'Housing' as one of its priorities over the next 12-18 months. A multi-agency working group will be established over the coming weeks with a view in due course to implement the Domestic Abuse Housing Alliance's 'Whole Housing Approach' across Greater Manchester.

- *System Change to End Rough Sleeping:* There is continued investment in and development of new ways of working to end rough sleeping through regional programmes, including A Bed Every Night, Housing First, Community Accommodation Programme (Tier 3), and the Young Persons Homelessness Prevention Pathfinder. Rough sleeping has reduced by 57% in four years and will continue to innovate to progress this target. In addition, work is progressing towards a coordinated Health system response to homelessness and rough sleeping with a focus of embedding principles of Inclusion Health
- **Housing Investment Fund -GMCA** manages a loan fund which supports housebuilders deliver projects within GM. Since its inception it has invested £571m into residential property supporting the development of 7,693 new homes. The Housing Fund is on track to achieve its target of delivering 10,000 new homes across GM. The Fund was £300m at its inception in 2015 - to date that funding has been recycled 1.9 times. It continues to support a variety of schemes ranging from SME developers delivering small schemes of family homes to large strategically important apartment schemes in Manchester City Centre and Stockport Town Centre. The GMCA retains the surpluses' generated by operating the Fund which have been used to support GM/District capacity instrumental in securing further funding and driving regeneration across the conurbation..

Better Transport

- *Bee Network delivery including via CRSTS and Bus Services Improvement Plan*

GM's vision is for an integrated transport system which will join buses, trams, tram-train, cycling and walking by 2024, with rail incorporated by 2030, transforming how people travel in Greater Manchester. Our hope is that designing and delivering public transport and active travel within one system – with local control and accountability – will deliver an inclusive transport experience.

Funding via the City Regional Sustainable Transport Settlement (CRSTS), Bus Service Improvement Plan and other funding (such as the Levelling Up Fund, from which several GM local authorities have been successful in securing funding) will form a significant step towards the Bee Network, as the first city region to take forward plans for bus franchising, integrated with our Metrolink network and with the largest cycling and walking network in development in the UK. Moving to the franchised bus network will help to address affordability issues. Other initiatives to address affordability and accessibility include: *Our Pass* - membership scheme for young people who live in GM, and supports both school leavers and care leavers; and the ongoing roll-out of *the Access for All programme* and development of potential new rail stations.

- *Streets for All Schemes* GM's ambition is to design more welcoming and greener streets - which enable people to incorporate more physical activity into their daily lives; which have clean air; which are safe and secure for everyone; which provide good access to public transport and which are accessible for those with mobility impairments. Streets for All helps to support both inclusivity and address our environmental concerns. A number of strands of this work are being driven forward including: work in neighbourhoods, town and city centres, high streets and corridor proposals.

Good Lives: Children & Young People

- *Supporting Families Programme:* The programme supports families to access the help they need to address multiple disadvantages through whole family approaches, predominantly delivered through keyworkers. The Government has extended the programme for a further three years, with GM set to receive c£15m in 2022/23 with the expectation that a minimum of 4511 additional families will be supported.
- *School Readiness Programme:* An early education focus on improving take up of funded 2 & 3 year old early education offer. The baseline of the floor target

has now been established. Activity under this programme includes targeted comms campaigns for hard to reach communities.

- *GM Early Education*:: The pilot programme provides an extension of the Early Years Application to be used in early years setting across GM, providing additional information on communication needs using established assessments.
- *GM Apprenticeship & Careers Service: Business opportunities*: GMACs helps young people explore and design their next steps before leaving school. The website brings together different stages of the career planning process, helping students navigate the choices open to them and develop the tools to start working life.
- *GM ESF Not in Employment, Education or Training (NEETs) and Youth Employment programmes*: include: *Skills Support for Unemployed (led by The Growth Company)* – offering one to one support to young people aged 15-24 to increase confidence and access employability skills; and *GM Future Workforce Fund (led by The Princes Trust)* – offering a range of courses and tailored support to provide vulnerable young people with the practical and financial support needed to stabilise their lives, develop self-esteem and confidence, and gain valuable skills for work. Going forward it will be important to maximise the delivery of programmes offered, including new programmes such as a GM ESF NEET & Youth Employment programme, which will support 6,000 young people aged 15-24. The £10m ESF NEET and Youth Employment programmes have been commissioned and gone live.

Good Lives: Addressing Poverty

- *GM Food Security Action Network*: The GM wide network is now well established with three multi-sector action groups formed and focusing on, 1. Increasing uptake of healthy start vouchers, 2. Ending holiday hunger, 3. Doing more for those that miss out. A range of activities are delivered to support these with a 12 month action plan being developed

- *Poverty in GM* - work is underway led by GM Poverty Action to identify practical steps and actions that GMCA and partners might take to tackle poverty across the city-region
- *Care Leavers Digital Support*: A pilot has been launched to test models for addressing digital poverty in care leavers, responsive to analysis suggesting all 3,900 care leavers in GM are believed to be digitally excluded in some way.
- *Digital Inclusion Taskforce and Digital Inclusion Action Network*: A collaboration of over 150 public, private and VCSE sector members to share information, resource and good practice and drive forward scaled delivery of initiative to address digital exclusion. The network, meets monthly to drive direct action to deliver digital enablement across GM. The focus of the network is to respond to the needs of the target groups u25s, over75s and disabled people. Other initiatives include: Tackling Digital Poverty, GM Digital Inclusive Homes, GM Care Leavers Initiative, Digital Bootcamps, GM Data Bank, GM Single Point of Contact, GM Digital Technology Fund.

Pension Top Up Campaign

- A new programme of activities has been agreed in February, with social media assets and messaging around cost of living. The promotion of the availability of pension credits supports those people who are eligible to access the funds available to them, although capacity challenges have been highlighted to meet the demand.

Good Lives: Safer Communities

- *Policing and crime*: Improvements in victims' services are a key priority for GMP, with evidence being provided by and responsive to the Victim's Survey results. The digitisation of victim's services will be integrated within the commissioning of the new service and will provide better quality, more timely information, enabling service improvement. Work is underway to increase the diversity of the police and fire services at all levels.

Our self-assessment has shown in order for GM to improve further we need to respond to the issues below:

To meet our ambition GM needs to embed equalities more systematically into all thematic areas. This should include a review of current activity to determine where changes or necessary pivots could be made and through more effective data collection, analysis and use maximise targeting of resources to meet the evidenced need.

- There is good systemwide understanding and concern of the likelihood that inequalities will be further exacerbated by the cost of living crisis. However, in reality and rather starkly, this means that inequalities persisting at current levels going forward may actually reflect success/progress being made due to the increased nature of the scale of the challenge. There is a clear understanding of the need to target activity to ensure those experiencing discrimination or who are achieving poorer outcomes are supported to succeed, and examples of where this is done successful from which to build. However, responding to **equalities and fairer issues are not routinely, systematically embedded into all thematic areas, with the necessary policy delivery or system ‘pivots’ to meet the challenges.** GM’s use of evidence based policy and decision making was evident throughout the breadth of activities. There does however seem to be scope for **the greater and more consistent collection and use of equalities data to further target policy and delivery across the whole system.**
- The GM Equalities Panels provide excellent forum for discussion of issues and co-design of policy with communities of identity. To further develop GM could

more routinely and **systematically draw on community insight across all thematic areas.**

- The GM system is a highly successful test bed, innovator and early adopter. There are many examples of pilot programmes delivering across GM targeted at different cohorts or places. GM needs to **more routinely roll out these pilots to deliver pan-GM approaches and responses, and where resources are limited the learning, good practice and knowledge gained through the piloting of approaches needs to be embedded within the GM system and used to inform future policy and delivery.**
- The ambitions described in GM's reform white paper called for 'unified public services' which has the potential to support the system to better respond to community needs, delivered locally in place and appropriately targeted to local circumstances. The commitment to these approaches have been adopted by the whole GM system and provide the ideal platform from which to deliver some of the GMS ambitions. However, **the prevention agenda and the expansion and evolution of place-based integrated working across all services has however slowed across GM.** This has happened for a number of legitimate reasons including current financial pressures on agencies, post-pandemic growth in demand, broader system capacity and resourcing all playing a part. The current focus on the cost of living crisis requires an urgent and reactive response. However, if GMS ambitions are to be achieved the GM system will also need to build the capacity to prioritise and reenergise the proactive prevention agenda and place-based integrated working, in particular at neighbourhood level.

What the GM system can and needs to do...

- **Act with urgency to address inequality, recognising a lack of pivoted action coupled with the cost of living crisis is creating/has created a burning platform**
- The development of the GMS dashboards [GMS performance dashboards \(draft\)](#) provide a comprehensive and robust evidence and data resource for use

by the whole GM system. In order to fully embed and respond to the inequalities agenda, the whole GM system needs to **adopt more consistent approaches to the collection, analysis and use of data in the design and development of policy, but also in the collection of services user data for delivered activities**

- **Proactively draw on community insight**, for example through discussion at Equality Panels, to discuss issues and co-design of policy with communities of identity.
- Examples of piloted approaches, new innovations and targeted interventions are proving highly effective and providing many examples of good practice across GM, but they also produce a patchy or uneven set of interventions across all communities and places. There is **potential for greater evaluation and expansion of piloted activities, seeking to embed good practice pan-GM, and build greater mechanisms for minimum standards and minimum offers available to all people and places**. This would also facilitate the sharing of learning and embedding of experiences from the design and delivery of interventions which GM needs to systemically work from in developing new ideas.
- **Broadening the use of impact assessment tools** (such as the Decision Support Tool), and looking further than just the Equalities Impact Assessment, will help to ensure the full impacts on communities and places are understood and that policy and delivery is appropriate adapted and targeted to meet need.
- Post-pandemic and the cost of living crisis has resulted in a significant set of responses across agencies to crisis repose and solutions to immediate challenges. However, if GM is to meet our fairer ambitions in the GMS the **system as a whole needs to consider how to reenergise the proactive prevention agenda and integrated place-based working, in the face of the reactive responses as well as wider financial and demand pressures**
- **Track and monitor** progress of the three neighbourhood floor targets, with the whole GM system responding is any area is falling behind.

- **Work with Government** to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions.

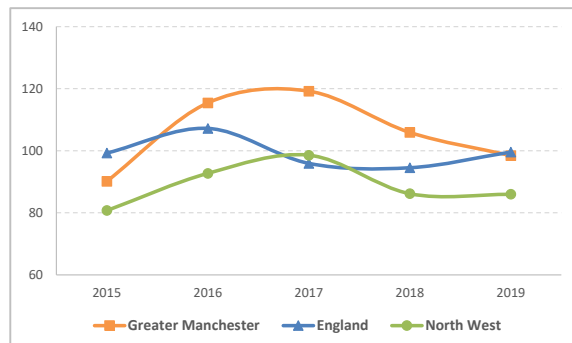
A More Prosperous Greater Manchester in all parts of the conurbation

Our Ambition...

Greater Manchester will flourish driving local and UK growth through a fairer, greener, growing economy built on our innovation assets, putting people and place first, and recognising our global strengths and progressive thinking in advanced materials and manufacturing, health innovation, digital and creative, and clean growth

Where we are...

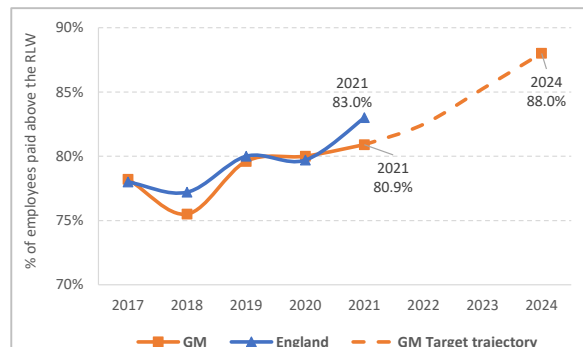
Business births per 10,000 working-age population, 2015-2019



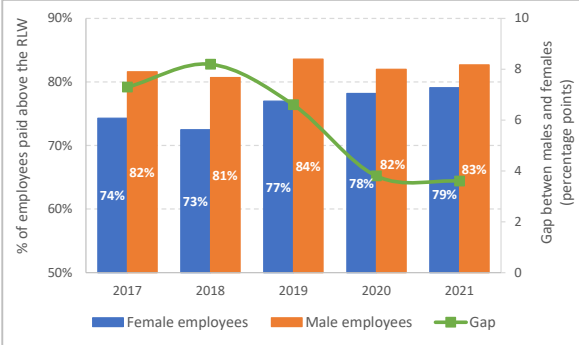
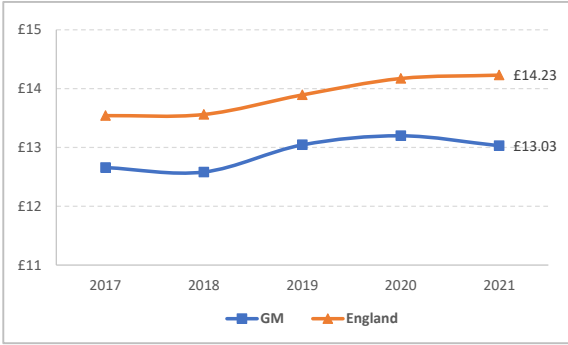
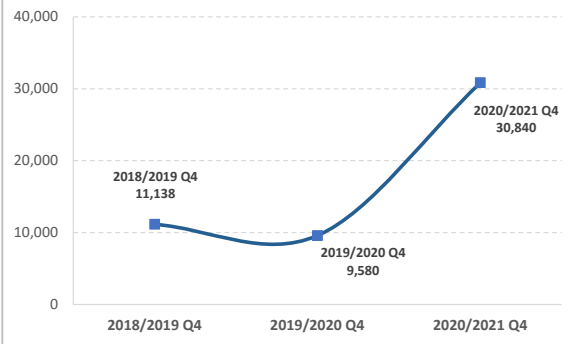
Source: Business Demography – 2019: Enterprise Deaths, Births and Survivals; Mid-year population estimates (both Office for National Statistics, 2019)

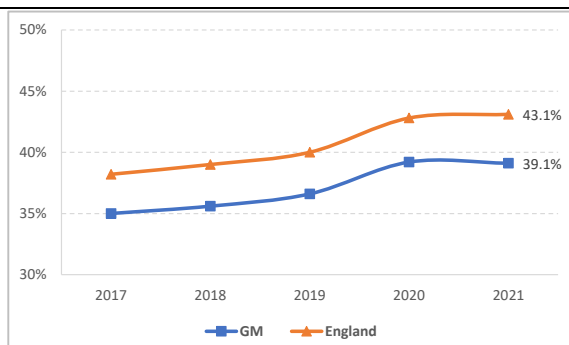
Start-up rates for new businesses [business births](#) in 2019 (the latest available data) peaked in 2017 and have declined since, in part likely to reflect business uncertainty following the Brexit referendum result. There is variation in business birth patterns across the [localities](#)

Proportion of employees paid above the Real Living Wage



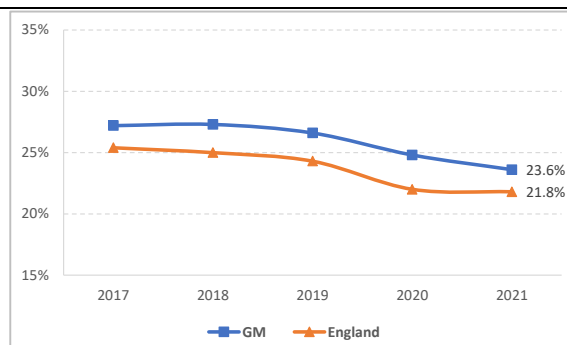
The [proportion of GM employees earning above the Real Living Wage](#) increased between 2020 and 2021, reaching 81% in the latter year, sub-regionally there is a [locality gap](#) of 13 percentage points.

	<p>The gap between female and male employees has narrowed since 2018, but remains high at 3.6 percentage points.</p>  <p>Source: Annual Survey of Hours and Earnings (Office for National Statistics, 2017-21); GMCA modelling of target trajectory</p>
<p>Median resident earnings – hourly pay, 2017-21 (real terms)</p>  <p>Source: Annual Survey of Hours and Earnings (Office for National Statistics, 2017-21). Data are quoted at 2021 prices</p> <p>In 2021, the median hourly wage for GM residents (all workers) was £13.03, £1.20 below the England average. Before adjustment for inflation, GM wages increased steadily over the period from 2017, but in real terms they decreased by £0.15 between 2020 and 2021. There was considerable variation across the GM localities, and between female and male workers.</p>	<p>Number of engagements by the Growth Company with Greater Manchester businesses, 2018/19-2020/21</p>  <p>Source: Growth Company Performance Management Framework (2018/19-2020/21)</p> <p>Recent data on Growth Company engagements with GM businesses are heavily skewed by the impact of the pandemic, demonstrating the increased support that was made possible by setting up a new call centre, <i>#HereForBusiness</i>, in response to heightened demand. Just over a quarter (27%) of the owners of businesses supported by the Growth Company were female, and around 1 in 8 (13%) were from an ethnic background.</p>
<p>Proportion of the working-age population with Level 4+ qualifications, 2017-21</p>	<p>Proportion of the working-age population with sub-Level 2 qualifications, 2017-21</p>



Source: Annual Population Survey (Office for National Statistics, 2017-21)

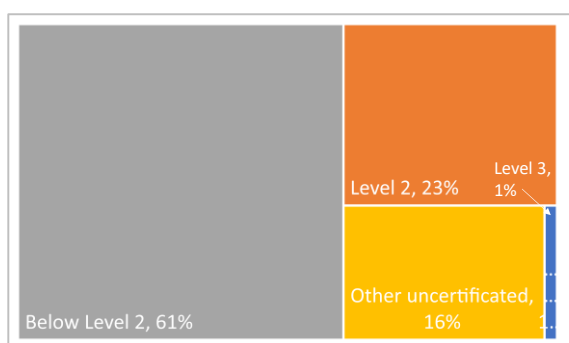
39% of the GM working-age population had [qualifications at Level 4 and above](#) (a higher apprenticeship, or other qualifications equivalent to the first year of a degree) in the year to December 2021, ranging from 27% to 55% across the [localities](#).



Source: Annual Population Survey (Office for National Statistics, 2017-21)

In the year to December 2021, around a quarter (24%) of the GM working-age population had [sub-Level 2 qualifications](#) (equivalent to 5+ GCSE standard passes); over time, the data show an improving trend. As with higher-level skills, there was considerable variance across the GM [localities](#), ranging from 16% with sub-Level 2 qualifications to 30%.

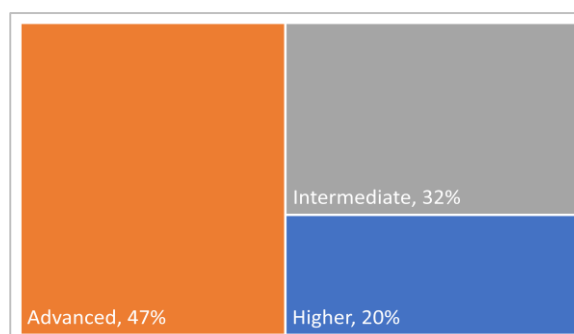
Adult Education Budget qualifications – achievements by level, 2020/21



Source: GM Adult Education Budget monitoring data, 2020/21

We have an ambition to upskill residents through targeted use of the devolved Adult Education Budget (AEB), and particularly to support progression through to Level 2 (for essential life skills) and onward to Level 3 (for relevant vocational skills). The 2020/21 data show that well over half (61%) of the [AEB-funded qualifications](#) achieved by GM residents were below Level 2; around a quarter (23%) were Level 2 courses, and 1% Level 3 (the remaining 16% were uncertificated).

Apprenticeship qualifications – achievements by level, 2020/21



Source: Education and Skills Funding Agency, 2020/21

Nearly half (47%) of [apprenticeship achievements](#) in 2020/21 were advanced apprenticeships (Level 3, equivalent to 2 A-level passes), and a fifth (20%) were higher apprenticeships (Level 4 and above, or from the first year of an undergraduate degree upwards). The remainder (32%) were intermediate (Level 2, or 5+ GCSE standard passes).

What we are already doing as a Greater Manchester system...

Some of the GM activity currently supporting our ambition includes:

Places for Everyone: Delivery of the Places for Everyone Plan, setting the spatial planning framework in which development in nine of the districts can be brought forward. The overall spatial strategy of the Plan seeks to take advantage of the opportunities for delivering high levels of economic growth, whilst addressing the challenges for securing genuinely inclusive growth and prosperity. Set within the context of Places for Everyone, six 'Growth Locations' [\[LINK\]](#) each provides a platform to lever the unique opportunities and assets within those locations to respond to the variety of needs and challenges present in different parts of the conurbation whilst also representing opportunities for the wider city-region have been identified which represent opportunities for the whole city-region to bring forward development at a scale that can drive the transformational change we want to see in GM.

Innovation GM: Led by business, scientific, academic and local government leaders, Innovation Greater Manchester is a model for creating a network of innovation zones across towns and cities and leveraging science assets and strengths to support innovation-led business growth in Greater Manchester, the North West, and the wider North. It is closely aligned with UK national policy which seeks to deliver the Government's laudable aims of achieving 2.4% of GDP related to R&D, establishing the UK as a science superpower and supporting international trade through global Britain. It demonstrates how deeper local-national partnerships, underpinned by shared outcomes and ring-fenced funds, can deliver more and better. The recent Levelling Up White paper made a headline commitment that BEIS will invest at least 55% of its R&D funding outside the Golden Triangle by 2024-25. In addition it announced three 'Innovation Accelerators' in Greater Manchester, West Midlands and Greater Glasgow. £100m is available to support these plans - there is a private sector match funding contribution required. GMCA is working with Government officials on a co-design

process for the Accelerator, part of which will include developing a GM Innovation Plan and a Business Case to draw down the available funding.

Frontier Sectors:

Advanced Materials & Manufacturing: Key strands of activity driving forward the Advanced Materials and Manufacturing Frontier sector include the *Greater Manchester Advanced Materials and Manufacturing Alliance* (GAMMA). Work has also started on developing a full business case for investment for a 'sustainable materials translational research centre' to be located in the Atom Valley growth location. This centre would complement the Advanced Machinery and Productivity Institute (AMPI). In addition, programme delivery continues on the *Made Smarter* programme which is focused on helping manufacturers to modernise by adopting digital technologies enabling them to become more productive and profitable, and support the growth of Greater Manchester's economy

Health Innovation: The Innovation Partnership on Healthy Ageing continues to meet regularly and work is currently underway to create linkages into both Innovation Greater Manchester and the new integrated care structure for the city-region. Other activity includes: *NHS at Home* - A two-year programme is in development, building from the Covid experience, this work will create a blueprint for optimisation of "virtual wards". This will include standard operating models and effective inclusive digital solutions and *Digital Care Record*.

Digital and Culture: A *Digital Cluster Development Plan* is being developed with evidence-based proposals to maximise economic growth from GM's key digital specialisms and assets. The Plan focuses on Cyber, E-Commerce and Median and Content. An eContent proposition is being developed which sets out the sub-sector assets of GM. In addition, there is collaborative development of a *GM Cyber Strategy* to uplift the sector and shape future working. Additionally, the *North West Cyber Resilience Centre* is a not-for-profit venture between North West Police

forces and Manchester Digital aiming to equip business within our region with the skills and knowledge to protect themselves from online attacks. The COVID pandemic has hit the culture and leisure sector hard and through the *Culture Recovery Plan*, work is ongoing to draw on all available resources to support the sector, taking advantage of significant digital advances to widen access to culture, and a greater love and pride in our local place

Clean Growth : Ten *Local Area Energy Plans* and 1 GM Masterplan are under development and will be completed by July 22. These will include activity associated with our 6 Growth Locations. An *Energy Innovation Agency* with Greater Manchester's Universities, public and private sector partners. The aim of the Agency is to accelerate the commercialisation of technologies which can reduce carbon emissions. Work is ongoing to fully establish the Agency and support a pipeline of innovations to commercialisation

Provision for Business:

The Growth Company Business Growth Hub supports businesses at all stages of their growth journey with a broad range of services. The Hub offers expert one-to-one and peer-to-peer business support, events, specialist programmes, funding and much more.

The *Business, Productivity, Innovation and Inclusive Growth Programme* is delivered in support of creating a thriving and productive economy in all parts of GM. The programme focuses on building resilience and delivering sustainable and inclusive growth across the GM business base, enabling local businesses to survive and thrive. The programme has been extended to June 2023.

GM Leadership & Management programmes are providing a range of tools, resources and training to develop leadership and management skills and capacity across GM businesses. The *Leadership Hive* will bring together the best leadership and management training into one place. *Open SME* is now live, the

realisation of a £2m investment to support SME leaders to access world-class business leadership training, working collaboratively across GMCA, the Growth Hub and GM universities to develop an online modular learning platform for SME leaders.

MIDAS is the inward investment promotion agency for Greater Manchester, with a strategic aim to secure significant levels of new investment for the city region to create and safeguard jobs. Performance remains strong in terms of projects concluding, with 51 project wins to date, creating 4,849 jobs and safeguarding 922. Project wins are 31% higher than this time last year and jobs created is now over double the YTD pre-COVID19 average of 2,350.

Innovation and Angel Finance: High-innovation potential, early-stage businesses haven't always been able to access the growth capital they need. GC Angels was formed to respond this imbalance in the early-stage equity market across the North. It invests alongside angel investors and funds, de-risking and unlocking deals with a focus on exciting, high-growth opportunities innovating across digital, creative and technology sectors

Innovation and growth finance: GMCA manages its own investment funds. Its focus is to help companies operating in the key industrial sectors get access to the finance they need to grow. It achieves this via direct investment into GM based businesses alongside private sector investment and the creation of sector specific investment funds

Journey to Net Zero is a fully funded online programme exclusively for SMEs in Greater Manchester that want to get on the path to net zero emissions, but aren't sure where to start. With expert support, businesses build a strategic plan to cut their carbon footprint, reduce costs, minimise risk and capitalise on the many opportunities awaiting you in the net zero world. Activity focused on Journey to Net

Zero (and Bee Net Zero) will thus deliver on multiple agenda – supporting both a More Prosperous and Greener GM.

Bee Net Zero is a Business Engagement Programme launched in October with targets of 12.5k/10% of GM businesses pledged to the Net Zero approach per annum and/or 287.5k/10% KtCO₂ of carbon footprint of GM businesses pledged to the Net Zero approach per annum with ambition to scale up further if Business Rates Funding is confirmed.

Self-employed support (including Enterprising You): Enterprising You is a government-funded programme specially designed to support self-employed individuals, including those who work in the gig economy and small business owners in Greater Manchester

GM Digital Business Support: Business support is being provided through the Growth Company channels and vehicles including: The Digital Innovation Programme; Made Smarter; Digital and Technology Theme Support; ESF Skills Support for the Workforce; Digital Springboard, Tech adoption Service, Global Scale Up, Greater Connected, Exceed and Creative Accelerator Programmes; Creative Leaders Festival and through the efforts of Digital Account Managers in each LA area.

Foundational Economy Programme: Work is ongoing within both existing support structures and in creating new ones to understand better what works, as well as demonstrating leadership and building networks and collaborations that increase the capacity for positive change for both workers and businesses in the foundational economy. A Fund is being developed to stimulate a series of experiential projects addressing specific "Challenge Areas" where innovative solutions could improve outcomes in the Foundational Economy and provide learning on the resources and policy levers required to create wider development,

and develop innovation capacity in the foundational economy. Four sectors that the fund will support projects in are: Health and Social Care, Early Years and Childcare, Retail and Hospitality, Leisure & Tourism. Workers and enterprises in these four sectors have seen the most significant changes due to Covid 19 and EU-exit; have long-standing issues with labour markets and progression routes (caused by cost-focused business models and cultural issues about working in service), share labour markets (workers move between them) and are the furthest from existing economic policy and programmes. They are often distant from innovation funding and support and their workforce contains larger numbers of female workers and workers from minority ethnic groups. Activity focused on the Foundational Economy will thus deliver on multiple agenda – supporting both a More Prosperous and Fairer GM. Complementary skills activity has also been commissioned related to the Foundational Economy, including new social care progression programmes

Social Enterprise/Cooperative Activity: GMCA has launched a co-design process for the development of a GM Community Wealth Hub to support and grow co-operatives, mutuals, social and community enterprises, staffed by people from the co-operative and community sector who understand the market'. This addressed one of the strands of community wealth building directly – plural ownership of the economy. In addition, the Social Enterprise Action Plan continues to be delivered, coordinated through the Social Enterprise Advisory Group.

Progressive Procurement: It was announced in March that GMCA and local authorities will move by 2023 to only procuring from companies that pay the real Living Wage, support good employment and have developed plans to become carbon neutral. In addition, a commitment was made also improve supplier diversity by reserving some contracts for GM SMEs or VCSE organisations. Furthermore, GM NHS has been included in discussions with GMCA around “Driving Social Value in Greater Manchester Public Procurement” with a joint action plan being developed. There are opportunities presented through the

development of the ICS but will require capacity and embedding in the early design stages. The Growth Company has published a Progressive Procurement Policy and is tracking Equality, Diversity and Inclusion measures for their supply chain. This baseline will give them a better understanding of the impacts of procurement patterns.

Working with Employer representative bodies to develop GM Local Skills

Improvement Plan (LSIP): Development and funding for LSIPs are referenced in Levelling Up white paper, with leadership expected from Employer Representative Bodies. Local Skills Improvement Plans (LSIPs) aim to: put employers at the centre of the skills system; build a stronger and more dynamic partnership between employers and further education providers; and allow provision to be more responsive to the skills needs of employers in local labour markets. LSIPs will set out: the current and future skills needs; and how local provision needs to change to help people develop the skills they need to get good jobs and increase their prospects GM Chamber of Commerce currently exploring local LSIP options.

Employment & Skills Delivery Programmes: There are a range of programmes being delivered which provide employment and skills support, with targeted support available across places and population groups. Locally commissioned and delivered activity has been developed responsive to employer and economic need, and with targeted interventions for particular cohorts eg *GM Age Friendly employer toolkit, Future Workforce Fund programme, ESF NEET and Youth Employment programmes, Working Well programmes, Apprenticeship Levy matchmaking service, AEB, GMACs, Bridge GM.*

Skills - Responding to needs of the economy: Sector specific skills training activity is targeted at sectors with skills shortages and with forecast growth in demand. *The Fast Track Digital Workforce Fund* is a joint venture between Department for Digital, Culture, Media and Sport, Greater Manchester Combined

Authority and Lancashire Digital Skills Partnership, developed to address locally identified digital skills gaps and support Greater Manchester and Lancashire residents with accessible routes into digital employment. Future Workforce Fund has now supported almost 5,000 young people with 27% supported into a positive destination.” Other digital programmes include: *GM Digital Curriculum*, *GM Digital Talent Pipeline*, *Digital Bootcamps*. Significant investment is being put into the *retrofit skills programme* to meet the demand to be able to retrofit GM homes and buildings to improve efficiency of buildings and make more homes warm, safe and affordable for GM residents, this is alongside other wider investment in skills training to support the wider construction industry. The *Skills for Growth* programmes provides a range of sector specific targeted activities to support the GM economy’s needs. However it is not clear whether the scale of intervention will meet the growing need. The *Local Growth Fund* has funded 14 FE Capital projects, 10 of which have now completed and 4 of which are in delivery and making significant progress towards completion.

Connected transport activities: Recognising the role of transport as a crucial enabler of access to places, services and centres, integrated transport developments and programmes form a key part of activity to support prosperity. The *Bee Network* is a fundamental strand of this providing interconnected, reliable, affordable public transport and active travel solutions for people across GM. Transport activity is being developed to support particular cohorts, including the Our Pass scheme, Care Leavers Pass and work underway for possible apprentice and job seekers ticketing offer.

HS2 / Northern Powerhouse Rail: The HS2 and Northern Powerhouse Rail (NPR) Programme remains crucial to the future prosperity of Greater Manchester and the North, acting as a catalyst for regeneration, jobs, homes and economic growth. Greater Manchester remains supportive of both HS2 and NPR, whilst maintaining a clear position that they must be delivered in a manner that fully complements the placemaking, local employment and sustainable growth

objectives of the city region. The Greater Manchester HS2 NPR Growth Strategy 'The Stops are Just the Start', funded by Government, was published in 2018 and provides the framework for this, alongside the GM Transport Strategy 2040.

World Class Digital Infrastructure: *Local Full Fibre Network Programme*

providing up to 2,700Km of new fibre optic broadband infrastructure, and will connect more than 1,500 public sites across the city-region. Delivered in partnership with Virgin Media Business (now VMO2), the £23.8M programme, plus existing investments in digital infrastructure, make this the UK's largest LFFN programme and will underpin a range of digital transformation and smart city projects. In its first year of delivery the programme has already delivered £11.8M of economic benefit to GM. The programme also has social value built into the contracting arrangements and has exceeded local employment targets, established the Greater Manchester Technology fund, which has supported over 1,300 digitally excluded young people during the pandemic, and VMO2 staff have used annual volunteer days to support people across GM. This programme has also led to wider investment by VMO2 in the extension of its network which is helping to reduce the numbers of properties below 30Mbps. *GM Advanced Wireless and 5G Strategy:* The Strategy will provide a framework for public and private investment in digital infrastructure. The activity is seeking to provide a public wireless platform to address connectivity cold spots in GM and contribute towards access to connectivity for citizens and visitors. Other programmes include: GM One Network, Digital Infrastructure Advisory Group, GM Data Mesh.

Our self-assessment has shown in order for GM to improve further we need to respond to the issues below:

The GMS seeks to drive prosperity for all people and places in GM and there is systemwide support for the development of ‘new models’ of growth, with a recognition of the need for all parts of Greater Manchester to be successful if the whole city-region is to thrive. However, we must recognise that within this context it is important that GM continues to maintain and further grow the economy, as per the directions set out in the [Local Industrial Strategy](#)

There are lots of excellent examples of effective partnership working, design and programme delivery to provide economic interventions, investment activity, and targeted support, with notable shifts in services responsive to the changing needs generated by the pandemic.

To deliver the GMS, and the levelling up agenda that it sets, GM needs to translate opportunities into economic benefit for all parts and communities of GM, whilst also positively impacting upon environmental, social and wider economic ambitions, for example through the development of the Growth Locations. We must **not underestimate the challenge in taking this forward given the wider economic context including increasing inflation and stalling growth.**

- There are some good examples of **‘economically driven’ programmes addressing inequalities** through the targeted provision or evaluation/monitoring of provision eg Local Full Fibre Network Programme, but there is potential for this approach to be used more broadly across programmes of activity including business support programmes, employment and skills support.
- Similarly, whilst action to address our environmental ambitions is incorporated in business and economic activity through programmes such as the Energy Innovation Agency and Bee Net Zero, and is recognised within the Local Industrial Strategy, there is the potential to **further maximise opportunities linked to our environmental goals and mitigate against the negative impacts of growth** – for example better understand specific specialisms in GM related to Clean Growth frontier sectors and how these are translated on the growth to support our environmental ambitions, tailor advice to different sectors

re what net zero actually means for their business/sector and how they can make journey to net zero. New and additional activity that is responsive to these agendas is also required.

- There is good evidence of joining up across thematic areas to deliver on economic objectives, with alignment of skills provision, work with employers and sectors and understanding of specific thematic interventions and the role they play in developing economic opportunities. However, it is notable that across some sectors, notably green and digital, **skills supply and demand provision may struggle to deliver to the scale and volume required to meet current and projected future growth in some industries.** In addition, it has been suggested that there are 'breaks' in the skills system which impact more widely eg break in adult funding at L3 impacts on those subsequently able to attain L4/5 skills. A better understanding is also required as to how addressing the environmental agenda is being built into the training programmes already in place across all sectors. Interestingly, in some sectors there currently appears to be a lack of recognition/knowledge of the nature of potential future skills requirements suggesting the need for further work with employers going forward and a suggestion that employer investment in skills has fallen.
- There is good evidence across the system of the role of transport as a key enabler to deliver on GMS ambitions. Actions in place to deliver an integrated transport system will support the attainment of GM's social, economic and environmental outcomes. There is effective partnership working in place, with a broad range of stakeholders engaged. This joint working, from conception through to delivery needs to continue and be built on to ensure interventions being delivered are developed to provide an integrated and well planned from start to finish set of solutions / interventions. However, **the need to be mindful of the potential differential take up of projects was identified** e.g. the extent to which interventions such as shared mobility schemes, if introduced, are accessible to and used by all communities, with a considerable risk that some schemes are only accessed by more affluent communities.

- There may be opportunities to **broaden programmes and delivery to make them more systemic**, particularly where there is a need for joining up across sectors / stakeholders. For example under the provision of EV charging hubs, there appears to be a focus and coordination of charging hubs on public sector estates, but less clarity on how this connects, or if it connects, to wider private sector provision in this space, e.g. supermarkets, petrol stations etc.

What the GM system can and needs to do...

GM needs to drive a more inclusive approach to economic growth by considering, and where appropriate embedding, social and environmental goals within all activity to ensure future growth of the conurbation benefits all of GM's people and places by:

- Undertake a **review of current activity to support the embedding of broader agendas** within current policy and delivery including:

Greener GM:

- reframing actions required and referring more directly to the need to take action now in order to meet our 2024 carbon budget, en route to 2038 carbon neutrality.
- pivoting activity and associated funding to focus on our environmental ambitions and as part of this approach stop activity counter to these ambitions; and (ii) once activity has been pivoted across whole system funding allocations, identify gaps in the nature and level of funding required to action and thus achieve our ambitions

Fairer GM

- Acting with urgency to address inequality, recognising a lack of pivoted action coupled with the cost of living crisis is creating/has created a burning platform

- **Better communicate and tailor advice to different business sectors** enabling them to understand the need for, and design and take appropriate actions to respond to, both the journey to net zero, and inequalities experienced by current and prospective workforce
- Adopting **more consistent approaches to the collection, analysis and use of data** in the design and development of policy, but also in the collection of services user data for delivered activities More specific targeting so that in delivering a more prosperous GM, the economy and its opportunities are better understood and more accessible to people from diverse backgrounds, driving equity and fairness and increasing prosperity for all. Underutilising skills and talent available, greater pool to draw from. E.g. women in enterprise
- **Undertake a pipeline analysis/mapping to fully understand breaks in the skills system**, and therefore understand better what can be done to address these.
- **Developing a programme to encourage employers, however small, to make a commitment to support skills development** – could range for short-term placements to Apprenticeship...
- **Implementing specific success measures / targets for projects and programmes including those linked to equalities and environmental measures**, e.g. the development of the Growth Locations
- **Broadening the use of impact assessment tools** (such as the Decision Support Tool) at inception phases of policy and delivery design to fully understand the conflicting and difficult trade-off between agendas, amending policy/programme design to address issues identified or, where not possible, ensure that mitigating measures are included within design of the policy/programme
- **Work with Government** to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions.

Systemic / coordination / organisational areas for progression

Our Ambition...

To maximise the impact of our actions and ultimately achievement of our GM ambitions by further consolidating a system wide coordinated approach to activity, underpinned by our 'Ways of Working'

What we are already doing as a Greater Manchester system...

Throughout the collection of information for this update report many examples of good practice, effective coordination and successful delivery have been seen as set out in the Greener GM, Fairer GM and More Prosperous GM sections of this report previously.

Our self-assessment has shown in order for GM to improve further we need to respond to the issues below:

There are some excellent examples of partnership, coordinated approaches to activity underpinned by our 'Ways of Working.' Not unexpectedly however, given the size and complexity of the GM system as a whole, a number of systemic issues are apparent, which if responded to have the potential to improve partnership working, support the use and embedding of the ways of working in the

GMS, enabled with support from Government, and ultimately drive improvements in outcomes, efficiency and effectiveness of collective actions being taken.

GM needs to learn from and build on the excellent examples of partnership, coordinated approaches to activity underpinned by our 'Ways of Working embedding them systemically, in order to maximise the impact of our actions and ultimately achievement of our GM ambitions.

While information has been gathered on some of the activities being delivered in support of the GMS commitments for this report it has **not been possible to form a view as to whether the collective actions being taken will deliver the GMS as a whole.** Good intelligence and lines of sight are in place by individual thematic lens or individual project /programme, but it has proven difficult to use this information to form an aggregate view of volume and scale of delivery to meet the GMS ambitions. Further devolution from Government has the potential to support the better joining up of activities across thematic lenses, enabling a more holistic overarching view, taking a whole system / pipeline view of policy through to delivery. However, given the focus of the GMS Progress Report on identifying issues which are significant in the delivery of the GMS in the round, rather than seeking to obtain an absolute picture of all activity underway, it is considered this approach has been sufficient for this first reporting cycle.

GM continually demonstrates highly effective partnership working across GM agencies, sectors and networks. There appears to be the potential to develop this further across themes / programmes, enabling greater whole system connectivity. Where good **cross-thematic coordination / dialogue in strategy and delivery are in place this has resulted in shared objectives, collaboration on resources and an in-built understanding across thematic areas of shared outcomes and appreciation of the necessary interdependencies of other parts of the system to achieve identified outcomes.** Such practices should be

more widely embedded and adopted across the GM system if the GMS ambitions are to be realised, and underpin our devolution asks of Government.

Increased awareness, and more consistent use of the VCSE Accord will support the delivery of the GMS, particularly as a key enabler of the ways of working. There are examples of programmes where the VCSE sector is fully embedded in policy design and delivery infrastructure and through the current joint working to deliver the new Accord significant progress is being made. However, systemising more fully the use of the Accord will move from current activity, which in some programmes of work seems to be ad-hoc or not fully considered, and instead 'hard wired' the arrangements which will be crucial in enabling the full realisation of the potential of the sector towards achieving the GMS Commitments and Outcomes.

Where good communication channels are in place, this is enabling effective policy design, delivery and partnership working, with opportunity to replicate this more widely across the GM system. Successful communication channels, at all levels, and across all networks can support the development of more effective **systemic delivery and support greater collective progress**. The inconsistent use of language / terminology is further limiting whole system understanding of the policy and delivery landscape.

GM is good at innovating and developing good practices, that learning, good practice or necessary change is not however routinely systemised or adopted more holistically. **There appears to be scope for the development of more opportunities for the GM system to share and embed learning and good practice, and to collectively develop a greater 'collective memory' of interventions**, pilots and programmes that have proven successful from which to build. Consideration should be given to ways in which the GM system can identify,

connect, amplify and elevate the really great work/initiatives/ways of working that are evident.

GM has been highly successful in securing resources and devolved powers to enable us to deliver our strategic ambitions. Across the system as a whole there are a large number of funding pots sources and activities delivering against the GMS. There is however **greater scope for more joined up funding sources**, delivering on locally determined priorities and coordinated at the city-region level to increase impact and efficiency. Embedding the GM social value framework is supporting better outcomes through commissioning and procurement and there is further scope for the embedding of the GMS ways of working in UKSPF and future commissioning activity.

There is wide recognition of the need for, and effectiveness of, localised and tailored services. **A proactive prevention agenda and place-based integrated working have the potential to support the GM system to better respond to community need.** Systemically however there needs to be greater capacity to reenergise this area, which is challenging in the current context with the cost of living crisis, budget and system capacity constraints, in the face of growing urgent need.

Challenges and opportunities posed as the current health and care system transitions to the Integrated Care System (ICS) have been highlighted. There is good system recognition of the significant challenges posed in trying to respond to the backlog created by Covid and such a wide-ranging reorganisation taking place at the same time. It is important for the whole of the GM system to continue to effectively engage with the ICS development and ensure that existing good practice, development of significant benefits and progressions achieved through the Health & Social Care Partnership are not lost and that the new infrastructure builds from that baseline.

What the GM system can and needs to do...

- The GMS ways of working will support the development and embedding of practices and approaches in support of achieving the GMS outcomes and commitments. **All parts of the GM system should undertake a review of current and future practices to consider how the ways of working are currently being used** and where there are opportunities for learning and development.
- **Progressive procurement practices have the potential to unlock untapped potential and benefit for GM.** The GM Social Value Framework provides the mechanism by which this can be achieved. Further review of current procurement practices and consistent use of the Social Value Framework going forward can support delivery of the GMS ambitions.
- Learning from this Progress Report, and the self-assessment that has been undertaken, **GM should consider the future role of established delivery groups in respect of their involvement in driving the GMS** including their role in: leading/facilitating a more holistic view and delivery of collective actions in support of delivery of the GMS commitments; communicating and driving sharing and learning/good practice across groups/thematic areas.
- **Build the capacity to review the current activity on the prevention agenda and work together to determine ways in which this can be reenergised**, balanced against the urgent need priorities.

Delivering on the GMS, supporting greener, fairer, more prosperous national growth will require commitment from the Government to work in partnership through

Further and faster devolution of powers and resources to GM which can unlock our potential to deliver on the ambitions we and Government have set, for example in areas such as:

- Devolved arrangements and local flexibilities around post-19 skills and skills and technical / vocational post-16
- Greater local influence over employment support, design and delivery
- Development of the Bee Network and public transport improvements, in support of developing a London style integrated transport network
- Work with Government to develop ways to improve standards and quality of GM's private rental sector
- Joint working with Government to develop new national standards for home building which are in support of local and national carbon neutrality goals
- New and further developed partnering arrangements with Government, and departments, to deliver on our ambitious housing and regeneration plans
- Work with Government to secure additional resources (including funding) to deliver shared priorities at pace and scale, including responding to local capacity constraints and responsive to current and future demand
- Further devolved arrangements for GM proportions of fundings nationally allocated, e.g. Eco Funding
- Work towards a devolved single pot for GM, enabling greater coordination, systemic alignment and delivery of more efficient and effective outcomes
- Further our work with Government to improve collection of and access to data, in particular those datasets which can be analysed by communities of identity or small geographic areas

Greater Manchester Strategy

Commitment Overviews

April 2022

This document provides an overview report for GMS Commitments 1- 15 and sets out a 'baselining' position from which to better understand how each of the commitments is being delivered.

It should be noted, this first output from the GMS delivery planning process has been undertaken to provide a baseline position and to build a collective view and understanding of the nature of activities being delivered in support of achieving the GMS commitments. It is intended that the delivery planning process further develops for the next iteration and that it is broader in scope and responsive to more systemic issues than the current focus on collation of activities being delivered.

The commitment reports include:

- **An overview of shared commitment measures**

This provides a summary, work-in-progress performance report on the shared outcome indicators, and seeks to highlight variance by place and/or population group where finer-grained data are available. New GMS dashboards are currently in development, and will provide the latest performance information across the set of Performance Framework indicators. The final dashboards will be available at the end of April.

- **A summary of programmes of GMCA/GMHSP/TfGM led activity**

This provides an overview of key programmes and activity that will help to deliver the commitment. In order to achieve the GMS commitments a systemwide approach will be required, however, for this initial overview report information has been collated solely in respect of GMCA/GMHSP/TfGM led activity which begins to identify how work is being taken forward to achieve the commitment.

- **Enabling ‘Ways of Working’**

This sets out initial reflections on work being undertaken which demonstrates the use of and where possible the extent to which **‘Ways of Working’** detailed in the GMS are embedded in delivery.

A lead group has been identified to have oversight of each of the commitments as detailed below.

GMS Commitment Lead Groups

Commitments	Lead Group
1. We will drive investment into our growth locations, and use that to create opportunity in adjacent towns and local centres	Directors of Place
2. We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces	Police and Crime Steering Group Directors of Place
3. We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy	Planning & Housing Commission Directors of Place
4. We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment	Green City-Region Partnership
5. We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike	Transport Strategy Group
6. We will enable the delivery of world-class smart digital infrastructure	GM Digital Steering Group
7. We will realise the opportunities from our world-class growth and innovation assets, driven by our Local Growth Plans / Industrial Strategy to open up opportunities in all parts of the city-region	LEP

8. We will support our businesses to grow sustainably, to become as prosperous as they can be	LEP
9. We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities	LEP
10. We will ensure businesses are able to access the skills and talent they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't	Employment & Skills Advisory Partnership
11. We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills	Children's Board
12. We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online	GM Digital Steering Group
13. We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester	Planning & Housing Commission
14. We will tackle food and fuel poverty experienced by Greater Manchester residents	Reform Delivery Executive (Reform Board)
15. We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health	Integrated Care Partnership (once established)

Commitment 1 We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres

1. Introduction

Through the six growth locations around the city-region GM has the potential to translate accessible opportunities in all parts of the conurbation into a reality. The coming together of investment, development and transport plans, providing homes, employment and training provides extensive opportunities for GM's people and places, with benefits being felt far further than just the site boundaries, and sustainable over the long term.

As development of growth locations takes place, and wider benefits are realised, decisions and actions need to be taken cognisant of GM's wider social, economic and environmental objectives, recognising that pursuit of one outcome is not always aligned to attainment of another, e.g. expanding development and the drive to net zero. This potential conflict of objectives needs to be given due consideration, and necessary trade-offs if this commitment is to be achieved in line with the wider GMS ambitions.

The Growth Locations will make an important contribution to meeting the objectives of some of GM's key plans as well as the GMS, the GM Five Year Environment Plan, Local Industrial Strategy, Transport Strategy 2040 and GM Places for Everyone (PfE) by supporting growth across the following key areas: Employment & Supply Chain; Education & Skills; Housing; Transport; Innovation; and Low Carbon.

2. Progress Measures

Employment space and housing growth

We will report on the amount of employment space generated in the growth locations and the extent to which we are capitalising on opportunities for significant housing growth. Data on employment space growth are currently pending, dependent on further development of the PfE monitoring framework and complementary approaches in Stockport.

Housing growth is being formally monitored under Commitment 3 (We will provide safe, decent, and affordable housing, with no one sleeping rough in GM), using data on net additional dwellings. The indicators under this commitment are also being used to track housing growth related to investment and development in the Growth Locations, and how this translates to wider investment and development in adjacent towns and local centres. There were 12,149 net additional dwellings across GM in 2020-21, down compared to the previous year (13,742), but following a general upward trajectory since 2013-14. The data are driven by a high proportion of net additions in the regional centre, and we are currently out-performing the target to deliver at least 25,000 new homes across GM over the 2021-24 period, equating to an average per year of some 8,700. Note however that the target figure excludes Stockport, and will be revised to give a pan-GM number once the housing target for the Stockport Local Plan has been agreed.

% increase in residential development in our main town centres

Data is not yet available, but will similarly be collected through PfE and Stockport. Monitoring approaches are currently in development. This measure will gauge the extent of residential development in town centres, as they regain their role as engines of growth for the city-region. Thousands of new low carbon homes will be delivered over the next two decades through better use of under-utilised land. We will monitor the increase in well-connected, sustainable, and good quality homes built over this period.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Directors of Place. Key activity currently includes:

Places for Everyone

Delivery of the Places for Everyone Plan, setting the spatial planning framework in which development in nine of the districts can be brought forward.

Connected Transport Development and Investment

The Growth Locations are being developed with integrated transport infrastructure as part of the design from the outset. Some of the sites are providing direct connections to the public transport network, however others are more reliant on car travel.

Specific development programmes are progressing well, including investment in the Bee Network.

GM's City Region Sustainable Transport Settlement (CRSTS) funding allocation has now been confirmed which includes significant investments and developments which will connect to the Growth Locations and expand opportunities, and improve connectivity into and between local towns and centres. Under the performance framework (Commitment 5: We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike), the extent to which public transport users find the system to be integrated when making multi-modal journeys will be monitored.

The Bus Service Improvement Plan (BSIP) has now been reviewed by Government, and we will receive around half of the revenue support that we had asked for as part of our Bus Service Improvement Plan (BSIP) submission.

Housing Development

Working with our key housing providers we will ensure that the housing offer in each location meets local need and offers a range of types and tenure to meet the aspirations of residents at different points in their lives. The scale of housing planned also offers significant opportunity to take a coordinated approach and leverage economies in delivering low carbon housing.

The effective and ongoing management and allocation of capital funding programmes will support this delivery – the Getting Building Fund (£54.2m) and Brownfield Housing Fund which now totals £135m.

Low Carbon

It is essential that the plans for each of the Growth Locations build in GM's zero carbon ambitions as an integral element of design and delivery. The scale of

development planned offers real opportunities to coordinate low carbon infrastructure (e.g. district heating networks) and drive economies of scale in low carbon construction which will ultimately set a platform for more affordable low carbon delivery across the rest of GM.

Partnership Agreements

Tripartite agreements are in place with GMCA, HSCP and Social Housing Providers, enabling joint working across the sectors to deliver targeted and joined up response to social housing tenants and estates. Also in place a MoU with the Environment Agency and United Utilities on sustainable water management, resilience and flood risk. These arrangements will support driving wider investment into the Growth Locations.

Retrofit and adaptation of existing buildings

Activity continues to retrofit domestic properties, increasing energy efficiency and provide warm and safe homes in towns and local centres. Also wider delivery of the public sector building retrofit programme for the increased efficiency of existing buildings. Under Commitment 13 (We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester), the shift in energy efficiency of existing buildings, using Energy Performance Certificate data will be monitored

College Specialisation Programme

The Specialisation programme to support the Growth locations and sector specific skills delivery to ensure a pipeline supply of skilled labour to meet demand. The programme is progressing, led by GM Colleges Group. GM has also been successful in securing funding for an Institute of Technology.

4. Embedding the Ways of Working

The design and delivery of the Growth Locations requires cross partnership working, and the coming together of many factors and actors across the GM system to

translate and deliver on the opportunities. Ensuring the maximisation and capitalisation of opportunities is key to the overall success of the development of the Growth Location sites.

Good partnership arrangements are in place, with formalised arrangements in some cases between key stakeholders. Working closely with the localities to ensure the design and delivery of the Growth Locations is responsive to local need, building on local opportunities and recognising the uniqueness and distinctiveness of places and populations across GM.

Innovation – Plans include proposals to work with GM academic institutions to drive innovation and R&D activity across the Growth Locations, supporting projects through Innovation GM and potential innovation deals. The Growth Locations cover significant innovation assets including Oxford Road Corridor, Advanced Machinery and Productivity Institute in Rochdale, Trafford Clean Energy Park, and the Salford Innovation Triangle,.

As the Growth Locations develop effective communications with stakeholders, communities and wider investors will be crucial. GM residents and businesses have to be aware of the opportunities and be able to access them in order for the widest possible benefits of these developments can be realised. Communications materials are now more widely available including a website and several announcements and developments publicised through the New Era for GM event.

The development of the Growth Locations provides significant potential for progressive procurement practices and the embedding of social value within contracts. This needs to be considered as plans are developed to ensure the potential is realised.

If developed and delivered in line with the ambition for these sites, they have huge potential to level up across the conurbation. Effective use of data and intelligence to understand the communities and localities will be needed to effectively target provision, promotion and engagement to ensure all people can benefit.

Commitment 2 We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces.

1. Introduction

This commitment is about ensuring our local centres and high streets are safe, attractive and meeting the needs of their populations. This commitment is intentionally broad, in recognition of the many factors required to deliver local centres and places which people choose to live and work in and visit.

The various facets of this take different forms including policing and safety, culture and leisure, sense of belonging, affordability and attractiveness of local housing markets, and the provision and accessibility of services and employment.

This commitment is key in driving local opportunities, ensuring local economies can develop and diversify and that they are used and valued by their communities, and attractive to visitors, recognising the role of the visitor economy in the wider attainment of GMS ambitions.

2. Progress Measures

% of residents who feel ‘very’ or ‘fairly safe’ in their local area

GM wants to see an improvement over time in the proportion of residents who feel safe in their local areas, and to see inequality gaps narrowing, in terms of variance both by place and across our diverse communities. The data are survey-based and provide useful demographic information on respondents, helping to inform the targeting of services and responses. Based on the data for the year to September 2021, groups identified that feel less safe included: younger people (16-29 and 30-44 year olds); people from certain ethnic backgrounds, including Asian; gay, lesbian or bisexual people; and those with a disability.

No. of neighbourhood crimes¹

Strengthening GM's communities and places, not least through implementation of a new model of neighbourhood policing, should have a positive impact on levels of neighbourhood crime. Neighbourhood crime rates dropped significantly during the first lockdown of the pandemic, and have remained consistently below pre-pandemic levels; GM rates per 1,000 residents were, however, 54% higher than the England average for the year to September 2021.

In 2021, there was significant variation in neighbourhood crime levels across GM (Manchester at 29.5 per 1000 residents, compared to Trafford 12.7 per 1000 residents). Whilst needing to be used with caution due to relatively small sample sizes, the demographic data relating to victims of crime suggest that in 2021 Asian residents were disproportionately more likely to be victims of crime compared to White people, as were men compared to women.

% of victims who are satisfied with overall service received from GMP

Satisfaction levels appear to be improving over time, rising by more than 3 percentage points between April – August 2021 (Wave 1 of the GM Victims Survey) and September – November 2021 (Wave 2); data for the latter period show that just over half of victims (51.4%) were satisfied with the overall service they received from Greater Manchester Police (GMP). There was some variation across the districts in September to November 2021, ranging from 40.4% satisfaction in Wigan to 57.6% in Trafford. The data show that satisfaction varied by demographic / personal characteristic, with notably less satisfied groups including: men; Black people, and people of mixed heritage; and those who were bisexual, gay, lesbian or of 'other' sexual orientation.

% of people responding 'easy' or 'very easy' to travel by any form of transport

In support of the wider ambitions of this commitment and to contribute to core headline outcomes, a safe, affordable, accessible and interconnected transport network is crucial. This survey data, not yet available, will measure the proportion of

¹ Neighbourhood crimes comprise residential burglary, personal robbery, theft from the person, and vehicle crime.

residents who report finding it easy to access key services, employment and leisure opportunities across GM.

Under the shared outcomes, information is also being collated on the **number of engagements by GM residents with cultural organisations supported by the GM Culture Fund**. Post-pandemic data were not yet available, but in 2018-19, 4.6m GM residents engaged with cultural activities; this was up by some 3m on 2016, reflecting changes in the scale and focus of the Fund over recent years. There is large variation between the localities: in 2018-19, more than half of cultural engagements in the city-region were accounted for by residents of the city of Manchester.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Police & Crime Steering Group, Directors of Place and Culture Steering Group. Key activity currently includes:

Delivering services in place

The unified public services model is written into the GMS as a key enabler of achieving our commitments and ways of working. The unified model brings together key services and agencies, delivering in places and responsive to community needs. Development of health and care elements of place-based working, being built in as part of ICS design. Work is underway to integrate neighbourhood policing, community safety, fire and criminal justice services in neighbourhoods as part of the unified model.

Development of health and care Locality Boards, to determine and drive local priorities for health and care system under ICS development now underway.

Policing and crime

Improvements in victims' services are a key priority for GMP, with evidence being provided by and responsive to the Victim's Survey results. The digitisation of victim's

services will be integrated within the commissioning of the new service and will provide better quality, more timely information, enabling service improvement.

Work is underway to increase the diversity of the police and fire services at all levels. Equality, diversity and inclusion plans will soon be in place for both organisations, with both developing diverse leader's programmes including plans to address career progression.

Social prescribing and Live Well

Working effectively across different policy areas to connect GM residents to social prescribing opportunities. This builds on activity being led by localities and is supportive of multiple end outcomes, including supportive early intervention and prevention, social prescribing activities include access to green spaces and culture and leisure facilities. Health Coaching training has been developed and funded for all Social Prescribing Link Workers. National funding has been secured for green social prescribing and children and young people social prescribing and delivery of demonstrator projects are underway.

Connected transport activities

Recognising the role of transport as a crucial enabler of access to places, services and centres, integrated transport developments form a key part of activity to deliver this commitment. The delivery of priority Bee Network schemes, including town centres, Streets for All and Active Travel corridor will improve connectivity and travel choices for people. GM's City Region Sustainable Transport Settlement (CRSTS) funding allocation of £1.07bn (initially announced ahead of last year's autumn Comprehensive Spending Review) has now been confirmed. This will be supported by £170m in local contributions, meaning around £1.2bn worth of investment in local roads, bus, train and tram services over the next five years, with new quality bus corridors, cycling and walking routes and improved transport infrastructure and connectivity for towns and high streets in the region. This will also support a move to a fully electrified bus fleet, with 50 new zero emission buses expected to serve Bolton and Wigan when the first phase of bus franchising is introduced on 17 September 2023. Greater Manchester has also been awarded £94.8m as part of the Bus Back Better strategy, which will be used to support affordable bus fares under

franchising. A Shared Mobility Strategy is being developed, building on existing shared mobility modes in GM – Cycle Hire, Car Club EVs, e-cargo bike hire scheme and e-scooter trials.

Resourcing activities

Funding confirmed for the Green Spaces Fund to create new / enhance existing green spaces in areas where are needed most.

Development of UKSPF Investment Plan and priorities will deliver activities which support the attainment of this commitment.

A bid has been submitted to support the development of Ageing in Place programme, to support nine Naturally Occurring Retirement Communities projects across GM.

Culture and leisure

The Town of Culture annual award celebrates and highlights the distinctive creativity and diversity of towns across GM. Stalybridge is the 2022 Town of Culture, with a programme of activities being developed and investment to support delivery.

The GM Culture Strategy seeks to ensure the stability of GM culture portfolio organisations, recognising the ongoing challenges many face post-pandemic. Work is underway to develop creative improvement districts across GM.

Night-time economy

Developed to support the night-time economy's recovery and renewal post-pandemic. Effective coordination of activity across portfolio areas and agencies is required to deliver this. Ensuring safety elements, transport issues, employment challenges and changes in customer usages and behaviours come together to provide a platform for the development and restoration of GM's vibrant night-time economy, in local centres as well as the regional centre. Funding is being provided to night-time safety welfare schemes.

4. Embedding the Ways of Working

This is a very complex commitment to report on, given the breadth of subject and the diversity of the stakeholders involved in its delivery. However, it is also a useful way to understand how GM system working coordinates and operates.

Across the extent of activity delivered under this commitment there is evidence of good and limited cross partnership working. There is evidence of the need for more and earlier engagement on some activities across agencies and partnership, to ensure actions being committed to can be delivered (when reliant on another stakeholder to deliver). There are also some good examples of how the system comes together, such as delivery of social prescribing activities – where the level of coordination across the many activities and actors is apparent, seeking to ensure maximise impact and efficiency in delivery.

Where so many stakeholders play a role, it is not always clear who takes accountability or resources some activities. For example, resourcing of activities to improve safety of public transport at night, or perceived safety. This sits across this agenda, but has a role for example with GMP, Local Community Safety Partnerships, TfGM, Culture and Leisure venues etc.

There is evidence of organisations taking actions to diversify their workforces and leadership to build workforces who are more representative of the communities they serve, and who are also trusted by the communities

The outcome measure which is tracking the engagement of GM residents with cultural venues, shows more than half of all engagements were from the City of Manchester. Wider promotion of opportunities, improved access, reliability and safety of public transport may help improve this measure in other districts and should be given due consideration in further funding choices and wider connecting activities which can increase and promote accessibility and use of culture venues.

There is evidence of some targeting of resources and activities, however, there seems to be more that could be utilised to greater effect.

Safe and well used local centres are a crucial part of securing the future of many of our places across GM. The necessary support, improvement and development now, responsive to the change in demand and use post-pandemic, will be critical in safeguarding places across GM for future generations.

Activities under this commitment support GM's wider environmental objectives, improving green spaces, providing local services, ease of access to venues whilst supporting environmental improvements in local centres to ensure they are attractive places to live, work and visit.

Commitment 3: We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy

1. Introduction

As a conurbation, GM is unique – a complex and interconnected city-region. The ten localities are diverse, home to distinctive neighbourhoods, towns, cities, and the regional centre, each with its own identity, its own characteristics and its own community and cultures. A decent home is considered a fundamental human right, but too often the housing market is not delivering this. Housing has a huge influence on mental health and wellbeing, and both housing quality and housing costs have a major impact on our ability to keep homes warm, our physical health, how we are able to travel to work and how we maintain social connections. Living where you can afford and having security in knowing you don't face the threat of rapid eviction helps us to put down roots and have a stable base, a sense of community and belonging.

Protecting and strengthening GM's places, through sustainable growth including safe, decent and affordable housing - homes to fit the needs and aspirations of current and future citizens – in all communities is therefore central to this commitment going forward.

2. Progress measures

Additional dwellings

With ongoing increased demand for housing across the city-region, GM needs to build more homes, measured under this indicator by the number of net additional dwellings. There were 12,149 net additions across GM in 2020-21, down compared to the previous year (13,742), but following a general upward trajectory since 2013-14. The data are driven by a high proportion of net additions in the regional centre,

and GM is currently out-performing the target to deliver at least 25,000 new homes across GM over the 2021-24 period, equating to an average per year of some 8,700. Note however that the target figure excludes Stockport, and will be revised to give a pan-GM number once the housing target for the Stockport Local Plan has been agreed.

Reducing emissions associated with domestic properties

Given the ambition for Greater Manchester to be carbon-neutral by 2038, it is vital that we reduce the emissions associated with our domestic properties. Energy performance certificate (EPC) ratings are an indicator of how efficiently homes use energy – we want to increase the number of newly built homes across the city-region with the highest energy performance rating, A.

In Greater Manchester in 2021, 0.36% of new properties built during the year had EPCs with an A rating. Although an extremely small proportion, and a very small number of homes (only 51 in total), it was more than double the 2020 figure of 0.16% (22 homes).

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Planning and Housing Commission. Key activity currently includes

Places for Everyone

Places for Everyone is our Joint Development Plan Document, setting the spatial planning framework in which development can be brought forward within the GM boroughs (except Stockport). The Plan sets out how the nine boroughs should develop up until 2037 including identifying the amount of new development that will come forward across the districts, in terms of housing, offices, and industry and warehousing, and the main areas in which this will be focused.

The Plan sets targets to build at least 164,881 dwellings over the period 2021 to 2037. It seeks to connect the supply of new housing to wider strategies and policies including around the quality of place, town centres and other spatial priorities, infrastructure provision including schools, health facilities and other social infrastructure as well as power, water and transport, access to open space, economic growth, flood risk and sustainability. This provides a spatial approach to the delivery of new homes integrated into a wider strategic framework and, once adopted, will give developers, landowners and investors a clearly articulated and consistent policy context to work within.

The Places for Everyone Joint Development Plan was submitted to the Secretary of State in February 2022 and the examination is due in summer 2022, with adoption in 2023.

Housing Investment Fund

GMCA manages a loan fund which supports housebuilders deliver projects within GM. Since its inception it has invested £571m into residential property supporting the development of 7,693 new homes. The Housing Fund is on track to achieve its target of delivering 10,000 new homes across GM. The Fund was £300m at its inception in 2015 - to date that funding has been recycled 1.9 times. It continues to support a variety of schemes ranging from SME developers delivering small schemes of family homes to large strategically important apartment schemes in Manchester City Centre and Stockport Town Centre. The GMCA retains the surpluses' generated by operating the Fund which have been used to support the GMCA Delivery Team which has been instrumental in facilitating the Brownfield and Getting Building funds, discussed below.

Stockport Local Plan

Being developed by Stockport, as the planning and development framework for the district, and complementary to the wider GM plan, with shared transport planning and connected to other GM strategies including the GM Housing Strategy.

Delivery of Affordable Homes

There are several different groups of households under particular pressure to be able to live in decent and affordable housing. As we come out of the pandemic and with rising living costs, this demand is only likely to increase. Through the supply of new homes, we should be seeking to provide better choices to ease those pressures, with a particular focus on those that the housing market does not currently reach i.e. people experiencing homelessness. That should include adding to the stock of social rented housing to reverse the losses from Right to Buy. There is a need to develop more supported housing for people whose needs are currently being inadequately met in mainstream housing, or in expensive and inflexible institutional settings. There should be the exploration of new models that help households to access home ownership in a way they can afford and sustain, or providing homes of all tenures better matched to the need of older households who are currently living in homes which present a risk to their wellbeing and continued independence.

GMCA has signed an MOU with Homes England to drive additional investment and activity with investors. This will embed effective joint partnership working as business as usual in support of housing delivery and broader strategic objectives, agreeing a strategic partnership and quantum of support from both sides – this is a leading edge partnership as cited in the Levelling Up White Paper.

GMCA has committed with Greater Manchester Housing Providers, Homes England and other partners to address these challenges and aim to deliver 50,000 affordable homes by 2038 **with at least 30,000 being net zero carbon social rented homes**. Collaborative work is currently ongoing to develop a joint pipeline and with districts, GMHP and other partners to remove barriers to delivery. In addition, work is being taken forward to lead a ‘whole system challenge’ approach to the delivery of new net zero social rented homes with an initial implementation plan approved at the March

2022 CA meeting. Further financial resource is required to meet our social rent and net zero homes ambitions, but more fundamentally there are system-wide changes needed to the way new homes are built if net zero standards are to become embedded as 'business as usual'.

Get Building/Brownfield Land Funds

Funding is being used to bring forward stalled sites that will ultimately see delivery of high quality housing and commercial / industrial floorspace across Greater Manchester Getting Building Fund (£54.2m) and Brownfield Housing Fund which now totals £135m.

The brownfield funding will see the remediation of land across Greater Manchester that will deliver thousands of homes for Greater Manchester residents, delivering on Greater Manchester's policy to develop brownfield sites first and bring unviable land back into use.

Low Carbon Homes: Retrofit

In order to address the need to reduce heat demand from existing homes to reach Greater Manchester's zero carbon 2038 target, activity is underway to retrofit and adapt existing homes to provide safe, warm and affordable homes for all ages. Activity has included the Green Homes Grant programme, first phase completed and second phases underway with expected outputs c2200 domestic properties retrofitted, with increased EPC ratings. Under Commitment 13 (We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester), the shift in energy efficiency of existing buildings, using Energy Performance Certificate data will be monitored.

To galvanise action in this arena, a Retrofit Action Plan has been launched with new delivery mechanisms including: Retrofit Accelerator and Heat Pump Accelerators being launched in March/April 2022 for the 'Able to Pay Market'. Expected outputs include c1000 retrofit assessments leading to 500 properties retrofitted in yr1 and 500-750 air source heat pumps installed respectively.

With regard to Social Housing Retrofit, our Local Authorities have collectively bid for c.£15m of Social Housing Decarbonisation funding, whereby registered providers of social housing can apply for funding to improve the energy performance of their social homes. The Social Housing Decarbonisation Fund Bid was successful in February 2022 with expected outputs of 1,200 social housing retrofits being delivered by May 2023, thereby supporting social landlords to maximise available funding and increase the energy efficiency of their housing stock. A further bid round is anticipated in the Autumn, and preparatory work is underway.

Skills to support our housing needs

The scale of our housing challenge is evident and work with the construction sector and education and skills providers is required to deal with evident skills gaps, and with key developing partners to use the power of their supply chains to encourage skills development and retention within the industry, for new build and maintenance and retrofit of existing homes. The Local Industrial Strategy points to the potential for Greater Manchester to be a centre for new manufacturing technologies, helping minimise inefficiencies and delays that affect on-site construction, and raising the carbon and energy performance of homes. This could change perceptions of construction careers and help diversify the sector's workforce. Supply chains located in Greater Manchester will capture economic benefit from housing growth.

Currently activity in this area includes the £1.1m Retrofit Skills Hub commissioned through Skills for Growth programme and Adult Education Budget Local Level 3 qualifications – including retrofit green skills. However, this will be insufficient to meet the supply required to build/retrofit homes impacting upon our wider net carbon zero ambitions. This is an area that requires further consideration, support and potentially resource.

Innovation: Maximising modern methods of construction (MMC)

In order to drive innovation to help achieve the quality and quantity of net zero homes at the pace required, there is ongoing development work in relation to:

- New product development in MMC and off-site technologies, to drive the necessary innovation and remove practical barriers to off-site home delivery

- Supporting establishment of Off-Site Performance Centre (OPC) in GM, to provide quality assurance, testing/ validation, new product development in MMC and off-site technologies
- Unlocking the potential for collaboration and aggregation of demand to lever and accelerate transition to MMC, including the potential of the Off-Site Homes Alliance (OSHA) of social housing providers to be a route to address the key barriers to progress toward volume use of MMC and off-site techniques. Standardisation and aggregating demand are key to the wider adoption of off-site manufacturing techniques in housing delivery, and social housing providers seem to offer the best route to achieving that, and thus leading the transition for the industry as a whole.

4. Embedding the Ways of Working

From the update provided it is evident that significant partnership working is key in underpinning major programmes of activity which support our housing ambitions. For example, the delivery of new homes linked with transport investment in-progress or previously pursued Housing Infrastructure Fund bids, or business case development of Places for Everyone transport schemes. At the heart of GM's plans is provision of safe, decent, warm, accessible and affordable homes, responsive to the needs of all of our communities.

Agreements such as the MoU and Tripartite Agreements have created established opportunities to collaborate across agencies, working jointly on shared priorities, investment and delivery.

There is evidence of use of data to inform policy development and targeted action – not least in the work that underpins the Places for Everyone Joint Development Plan and the GM Housing Strategy. Equalities data set out in key evidence documents including the GM Strategic Housing Market Assessment is being utilised to help direct and influence strategic and programme level decisions, complementing consideration of financial viability and deliverability.

Ensuring that GM's housing ambitions, link to stated environment ambitions and target for 2038 is evident across a number of programmes in particular the Retrofit

Accelerator and Action Plan. A partnership approach is critical in taking this forward, for example by ensuring that we have the skills training provision in place to support people to develop the skills required to deliver our retrofit programme. Currently activity in this area includes the £1.1m Retrofit Skills Hub commissioned through Skills for Growth programme. However, given the scale and long-term nature of the challenges being addressed, the often short term, inflexible and unpredictable nature of Government capital funding for retrofit of social housing, and the limited levers available to help homeowners and private landlords without the resources to fund their own retrofit works, substantial gaps undoubtedly remain to be bridged.

There is evidence of innovation being utilised, with new modern construction methods being explored and the realisation of this innovation once development takes place. The availability of flexible resource arising from the generation of surpluses from GM Housing Investment Loan Fund investments provides a useful catalyst for innovation aimed at delivery of GM Housing Strategy objectives.

Commitment 4: We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment

1. Introduction

Climate change is the single biggest threat that the world faces, with human activities the main cause. The impacts of climate change are already here today in the increased frequency and magnitude of extreme weather events from heatwaves, droughts, flooding, winter storms, hurricanes and wildfires. Environmental challenges threaten the health and prosperity of our city-region. If we don't all act now, these will only get worse and the consequences will be felt even further by future generations.

2. Progress measures

Amount of renewable electricity installed capacity

Achievement of the 5-Year Environment Plan (5YEP) ambition to be carbon neutral by 2038 will require rapid acceleration in take-up of low carbon technologies, including adoption of greener ways to source the power and heat we use in our homes and other buildings. Increasing our use of energy generated from renewable sources is vital if we are to reduce reliance on fossil fuels and consequently reduce our carbon emissions.

In 2021, 50.5 megawatts (MW) of renewable electricity was generated across the city region, a nearly ten-fold increase from the 2019 figure of 5.4MW. The GMS target to install a minimum additional 28MW in renewable electricity capacity by 2024 was derived from the broader 5YEP target to deliver 45MW over the 2019-24 period, but is currently being tested to check that it is sufficiently ambitious in light of recent data trends. Forthcoming reporting will assess performance against the target trajectory and will quote the capacity generated per household in order to benchmark locally across the GM districts and compare with the national average.

Number of trees planted per annum

Planting trees and restoring woodlands for the people and wildlife of GM is a central element of our work to deliver a green recovery and tackle the climate emergency. Nature-based solutions, especially trees, are key to adapting our urban areas and making them more resilient to a range of environmental challenges including air quality, flood risk and extreme heat. Beyond this, they create better green spaces for nature and biodiversity, and bring important wellbeing benefits for our residents.

In line with the 5YEP target to plant three million trees by 2035, the GMS target is to plant an additional 350,000 by 2024. In 2021, 188,244 trees were planted across the city-region. The rate of planting has increased every year since 2018/19, with more than 100,000 trees planted in both 2020 and 2021. Forthcoming reporting will assess whether the scale of increase over recent years is in line with that required to meet the 2024 target, or whether it needs to be accelerated. Reporting will also need to be contextualised in light of the impact of Ash Die Back and other tree diseases such as Acute Oak Decline and Chestnut Bleeding Canker, which will have a considerable impact on our tree population – Ash Die Back alone is likely to remove up to 10% of GM's tree stock, having a devastating impact on our parks, green spaces and street tree stock. Monitoring will seek to understand the balance between tree losses and new planting, and in response, to assess the extent to which the 5YEP and GMS targets remain valid.

Level of NO2 emissions and exceedances

Poor air quality affects the health of GM residents, and particularly the most vulnerable, including those in deprived communities, children, elderly people and those with chronic conditions like asthma, heart disease, stroke and some cancers. GM is committed to cleaning up the air our residents breathe, whilst ensuring that jobs, livelihoods and businesses are not put at risk.

GM is reporting on levels of nitrogen dioxide (NO₂), given its role as a major pollutant in urban areas and as the main type of air pollution being tackled by the Greater Manchester Clean Air Plan (GMCAP). Drawing on NO₂ monitoring network data that track emissions across the city region, and focusing on sites where roadside emissions have been above legal limits, the number of sites that are compliant with legal limits will be monitored and report on the number of exceedances. Data for this indicator are currently being sourced, and will be reported in the forthcoming Tableau performance dashboards.

The target for this indicator is to achieve compliance with the legal Limit Value (40 µg/m³) for NO₂, as identified with government through the GMCAP. The timeline for this ambition will be confirmed in July 2022, following work with government to review the GMCAP.

Municipal / household waste recycling rate

GM is committed to more sustainable modes of consumption and production, and to moving toward being a 'circular economy' in which we recycle a higher proportion of our waste and reduce the amount of waste we produce in the first place. The damage done to the environment by waste products can be avoided if more sustainable decisions are made at the point of production, and if consumers change the way end of life products are treated.

In line with this commitment, waste recycling rates need to increase. Future GMS reporting will combine the recycling data for GM Waste Disposal Authority (GMWDA, covering nine districts, excluding Wigan) and Wigan (with separate, local waste disposal arrangements) to report a single GM position, and will clarify whether the indicator will focus on municipal and/or household waste. A GM target will also be set once clarity on central government's focus is provided in the forthcoming national Resources and Waste Strategy.

In 2020-21, Wigan had a household waste recycling rate of 53.2%, and GMWDA of 47.7%. GMWDA outperformed the England average over the entirety of the 2013-14 to 2020-21 period, as did Wigan since 2017-18, from which point its recycling rate has been higher than that for GMWDA.

Shared outcome indicator – carbon emissions estimates per annum

Performance against the metrics listed below will impact upon performance against the GMS shared outcome indicator on carbon emissions estimates, which will be tracked as a longer-term contextual indicator to which shared commitments across much of the wider Strategy will contribute.

In 2019 (the latest available data), 11.8 megatons of CO₂ (MtCO₂) were emitted in GM. Transport emissions accounted for the largest proportion (39%), followed by emissions from domestic properties (32%). Future reporting will consider GM emissions alongside the carbon budget for the 2018 to 2038 period: to become carbon-neutral by 2038, GM must hold cumulative emissions between 2018 and 2038 at under 67 MtCO₂.

Energy Efficiency indicator

Under Commitment 13 (We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester), the shift in energy efficiency of existing buildings, using EPC data will be monitored.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Green City Region Partnership. Key activity currently includes:

Transport: Bee Network including bid to secure high proportion of electric bus fleet

Greater Manchester has an ambition to become the first city region to develop a carbon neutral transport network. Under the plans, the city region's bus fleet will be 50% electric by 2027 and 100% electric within a decade, a move that would singlehandedly reduce carbon emissions by 1.1 million tonnes. The Greater Manchester Ring and Ride fleet will also transition to zero emission technology by 2027. Metrolink already runs on 100% renewable energy, and funding has been secured to develop the next stage of plans for expanding the network. Active travel is also an important feature of plans including the Bee Network Cycle Hire Scheme.

The Bee Network is GM's vision for an integrated transport system which will join buses, trams, cycling and walking by 2024, with rail incorporated by 2030, transforming how people travel in Greater Manchester. GM's hope is that by designing and delivering public transport as one system with local control and accountability, it will deliver an inclusive transport experience which leads to a change in behaviour with increased use of active travel and patronage of public transport.

Funding via the City Regional Sustainable Transport Settlement (CRSTS), Bus Service Improvement Plan and other funding (such as the Levelling Up Fund, from which several GM local authorities have been successful in securing funding) will form a significant step towards the Bee Network, as the first city region to take forward plans for bus franchising, integrated with our Metrolink network and with the largest cycling and walking network in development in the UK.

GM's City Region Sustainable Transport Settlement (CRSTS) funding allocation of £1.07bn (initially announced ahead of last year's autumn Comprehensive Spending Review) has now been confirmed. This will be supported by £170m in local contributions, meaning around £1.2bn worth of investment in local roads, bus, train and tram services over the next five years, with new quality bus corridors, cycling

and walking routes and improved transport infrastructure and connectivity for towns and high streets in the region. This will also support a move to a fully electrified bus fleet, with 50 new zero emission buses expected to serve Bolton and Wigan when the first phase of bus franchising is introduced on 17 September 2023. Greater Manchester has also been awarded £94.8m as part of the Bus Back Better strategy, which will be used to support affordable bus fares under franchising.

The CRSTS allocation (which was with Government for a decision until 4th April 2022) looks likely to fund the following bus improvements asked for:

- Quality Bus Transit – orbital corridor improvements
- Bus Corridor Upgrades – development led corridor improvements
- City Centre Bus – radial corridor improvements
- Bus Pinch Points and Bus Stop Upgrades – cross-GM improvements
- Customer Ticking and Information improvements
- Expanded Zero Emission Bus fleet – with funding just confirmed for the provision of 1700 zero emission buses, 10% of the current fleet

A Zero Emission Bus bid with Stockport through Government's Zero Emissions Bus Regional Areas (ZEBRA) scheme has just been awarded.

Roll-out of EV charging infrastructure, through GM CAP and OZEV taxi EV funding

Early expansion of the electric vehicle charging point network has seen the introduction of several new rapid charge points across GM. EVCI Strategy was published September 2021

However, the scale of transport decarbonisation challenge is very significant. There is potential to explore other options such as car clubs to further reduce carbon emissions.

Decarbonisation of Local Authority/Fire Service Fleets

Local Authorities are leading on work to decarbonise their fleets but the pace of activity will be an issue going forward. In addition, the Fire Service are exploring opportunities to procure EV Vehicles and increase infrastructure across the estate.

Energy

Go Neutral - Greater Manchester's 'Go Neutral Smart Energy' is a GMCA-led 'smart' energy programme aiming to deliver impact against the city region's carbon neutral 2038 target, build our local green economy and make our energy supply more affordable. It is a 3-year programme which aims to accelerate the delivery of up to 85MW of solar power generation with battery storage and electric vehicle charging infrastructure across Greater Manchester by trusted, stringently procured suppliers. Expected Outputs are the accelerated delivery of a £150m investment and increased renewable generation of up to 150MW across the region. Building on the Go Neutral activity, given changes to the planning system, GM may want to re- explore opportunities for On-Shore wind power going forward.

Energy Innovation Agency – is a new delivery mechanism to accelerate the introduction of energy related innovation to tackle the net zero challenge, increase energy security and bridge the energy innovation gap. Bringing together public sector expertise, world-leading GM University-led R&D expertise, and the entrepreneurship and investment of industry to both shorten the journey from discovery to deployment and to facilitate the rapid scaling of energy innovations. The first energy innovation challenge, to be launched in April, is to drive and a new innovative model for non-domestic buildings retrofit. Expected outputs include: new innovative models, services, and technologies developed and delivered across the region.

Trafford Energy Park - A multi energy system deployed on one site including, Cyro storage, Battery Storage, renewable generation, Green Hydrogen Production alongside an existing Gas-powered peaking plant.

Local Energy Market and Development of Local Area Energy Plans - The Local Energy Market project is looking to deliver a smarter local energy system that will revolutionise how energy is used, stored and distributed across Greater Manchester's 10 boroughs. Proposals will pave the way for new technologies and low-carbon infrastructure in the future from renewable energy sources like air source heat pumps to solar panels and electric vehicle charging points.

Low Carbon Homes: Retrofit

In order to address the need to reduce heat demand from existing homes to reach Greater Manchester's zero carbon 2038 target, activity is underway to retrofit and adapt existing homes to provide safe, warm and affordable homes for all ages. Activity expected outputs c2200 domestic properties retrofitted, with increased EPC ratings.

To galvanise action in this arena, a Retrofit Action Plan has been launched including: Retrofit Accelerator and Heat Pump Accelerators being launched in March/April 2022 for the 'Able to Pay Market'. Expected outputs include c1000 retrofit assessments leading to 500 properties retrofitted in year1 and 500-750 air source heat pumps installed respectively.

With regard to Social Housing Retrofit, our Local Authorities have collectively bid for c.£15m of Social Housing Decarbonisation funding, whereby registered providers of social housing can apply for funding to improve the energy performance of their social homes. The Social Housing Decarbonisation Fund Bid was successful in February 2022 with expected outputs of 1,200 social housing retrofits being delivered by May 2023, thereby supporting social landlords to maximise available funding and increase the energy efficiency of their housing stock. A further bid round is anticipated in the Autumn, and preparatory work is underway.

Skills to support our retrofit/housing needs

The scale of our housing challenge is evident and work with the construction sector and education and skills providers is required to deal with evident skills gaps, and with key developing partners to use the power of their supply chains to encourage skills development and retention within the industry, for new build and maintenance and retrofit of existing homes.

Currently activity in this area includes the £1.1m Retrofit Skills Hub commissioned through Skills for Growth programme and AEB Local Level 3 qualifications – including retrofit green skills. However, this will be insufficient to meet the supply required to build/retrofit homes impacting upon our wider net carbon zero ambitions. This is an area that requires further consideration, support and potentially resource. In addition, further wider exploration is required to ensure that skills provision is responsive to need across the whole environmental agenda.

Public Sector Decarbonisation Programme

The Public Sector Decarbonisation Scheme is looking at how we can improve public sector buildings in Greater Manchester to make them greener and more energy efficient. Changes include swapping to air source heat pumps for heating, installing solar panels to generate and create electricity, improving insulation and swapping to LED lighting. Work is also underway looking at improving the monitoring and control of these systems to ensure that we can accurately measure energy usage.

Activity relating to Public Sector Decarbonisation also includes the approval, due in April, of GM NHS Green Plan to provide a “Net Zero” NHS Service within GM. Resource and funding to deliver the plan is awaiting approval. In addition, the *Public Sector Decarbonisation Smart Meter Programme* is focused on the installation of smart energy technology in 600 buildings across GM with associated energy usage data reporting and analytics.

Sustainable public sector procurement – CE Business Models, Local Levers

Sustainable Procurement Strategy to be produced by Summer 2022

Mini Climate E-Learning Tool for GMCA/LAs - E-learning tool is currently being developed and should be available to pilot in April 2022

Journey to Net Zero is a fully funded online programme exclusively for SMEs in Greater Manchester that want to get on the path to net zero emissions, but aren't sure where to start. With expert support, businesses build a strategic plan to cut their carbon footprint, reduce costs, minimise risk and capitalise on the many opportunities awaiting you in the net zero world. Following customer feedback, the Growth Hub have launched cohort 5 which started in February 2022 (25 GM SMEs registered) with a sixth cohort due to commence in April. There has been interest from a larger business requesting support to engage their GM SME supply chain on the Journey to Net Zero. Work is being taken forward to explore the options for delivering JTNZ to a wider business audience through the Bee Net Zero campaign. More broadly, under Commitment 8 (We will support our businesses to grow sustainably and be as prosperous as they can be), the number of GM businesses signed up to the Race to Zero campaign, a global initiative under the United Nations Framework Convention on Climate Change's (UNFCCC), will be tracked.

Bee Net Zero is a Business Engagement Programme launched in October with targets of **12.5k/10%** of GM businesses pledged to the Net Zero approach per annum and/or **287.5k/10% KtCO₂** of carbon footprint of GM businesses pledged to the Net Zero approach per annum with ambition to scale up further if Business Rates Funding is confirmed. Progress as at Quarter 3 2021/22 included the Bee Net Zero website developed with programme launched at Green Summit on 18th October and a business plan being developed with a request for funding to support delivery. The detailed offer to businesses is being developed with the LEP lead with an initial milestone set for 200 business sign ups by the end of Quarter 4 2021/22. The LEP is also working on exploring business-led carbon literacy training programme.

Social Enterprise/Cooperative Activity

GMCA has launched a co-design process for the development of a GM Community Wealth Hub to support and grow co-operatives, mutuals, social and community

enterprises, staffed by people from the co-operative and community sector who understand the market'. This addressed one of the strands of community wealth building directly – plural ownership of the economy.

In addition, the Social Enterprise Action Plan continues to be delivered, coordinated through the Social Enterprise Advisory Group. The focus on the plans is: Improving our understanding of SE and its contribution to the GM economy ('Research & Intelligence');

Influencing public and business sector procurement ('Influence Procurement'); Identifying potential markets and investment opps ('Market opportunities and Investment') and Raising awareness and profile ('Raise awareness'). There is more work need to link this activity with the Environment Directorate.

Natural Environment

Green Spaces Fund

The Greater Manchester Green Spaces Fund will give small grants to communities to clean up and improve pocket parks and local green spaces or create new ones where they are needed. Aims, eligibility, funding and delivery mechanism for the fund to be agreed by the end of March with fund open for applications later in the Spring.

Local Nature Recovery Strategy

A pilot Local Nature Recovery Strategy was published in October 2021. Work on a statutory LNRS will commence in the summer on publication of regulations and guidance by the UK government.

IGNITION

The IGNITION project is a 12-partner innovation project working across government, academia, business and communities to establish innovative ways of financing urban nature-based solutions (NBS) that build resilience to climate change. Final project event is planned for March with business models developed for pipelines of SuDS projects across the public estate and in a pilot area in Walkden, along with associated business cases.

Natural Course

As part of Natural Course, Greater Manchester organisations are work together to deliver integrated water management solutions, tackling issues such as diffuse pollution from urban and rural sources and flood risk management.

Green Social Prescribing

Towards the end of 2020, the GM Health and Social Care Partnership successfully secured half a million pounds-worth of funding to deliver green social prescribing activities across the city-region. These will connect people with nature-based activities such as food, growing community gardening and tree planting, improving mental health and wellbeing and the natural environment at the same time.. Pilot entering its second year of delivery with a focus on increasing the number of referrals with further engagement required from mental health trusts to drive these. So far £250,000 of national funding has been channelled into grass-roots community green destinations, providing communities and individuals suffering from the biggest health disparities the chance to access nature to help improve their health. Further funding is being made available for green destinations through the Together Fund and GM Environment Fund. There is learning in progress about how to increase access to nature-based interventions for people needing mental health support so that this becomes a standard offer raising the profile and awareness of the benefits of Greater Manchester's natural resources.

City of Trees

City of Trees is delivering a green recovery and tackling the climate emergency head on, through planting trees and restoring woodlands for the people and wildlife of Greater Manchester. Working with communities, organisations, and businesses to build an ambitious movement, dedicated to planting a tree for every citizen within just five years. As reported under the GMS performance framework for this shared commitment, we will assess progress against the target to plant an additional 350,000 trees by 2024, in line with the 5YEP target to plant three million trees by 2035.

Biodiversity Net Gain Offsite Delivery

GM has declared a biodiversity emergency and has set out a series of projects which seek to recover and restore biodiversity, reverse habitat loss and explore what more can be done. A funding bid has been submitted to the Investment Readiness Fund (see below) to provide capacity.

Infrastructure Tripartite Agreement

A Memorandum of Understanding with the Environment Agency and United Utilities on sustainable water management working to increase resilience to flood risk and impacts of climate change was signed in 2021. Under the MoU, GMCA will work with the two organisations to ensure progressive improvements in sustainable water management across the city-region, enhancement of the natural environment and ensuring all future developments and critical infrastructure are resilient to flooding and the impact of climate change.

Sustainable Production / Consumption

Promote circular economy – Starting with Textiles: First Draft of CE Roadmap for Textiles to be completed by Spring 2022

Resource Flow/Consumption mapping: Options paper has been produced, work to commence with academia Autumn 2022

Development of GM's Zero Waste Strategy: Strategy to be produced by Spring 2023

Campaigns to householders to promote sustainable lifestyles: Green Cities website has been created. Social media campaigns are programme throughout the year.

Sustainable Food

Promote Food Reduction in Business/Schools/Public Sector - Food reduction campaigns will form part of the Promotion of Sustainable Lifestyles Programme which will run throughout 2022/23

Good Food GM roadmap and Strategy - Good Food GM Vision is in its final drafting stage and an action plan to be produced by Autumn 2022

Sustainable Food Procurement - A feasibility study for a North West Dynamic Food Procurement is currently being considered.

The Greater Manchester Environment Fund

The Greater Manchester Environment Fund is uniting public, private and philanthropic funders in a mission to tackle urgent environmental challenges facing the city region. The GMEF has attracted over £2m of funding to deliver environmental projects.

Investment Readiness Fund projects

First Natural Environment IRF project is underway, focussed on blending of biodiversity and carbon offsets to fund lowland peatland restoration at Chat Moss (Salford); Bid for second IRF project submitted in conjunction with the GMEF in February 2022.

4. Embedding the Ways of Working

The information gathered for this update demonstrates the strength of partnership approach to deliver this commitment, with leadership and strategic approaches at the heart of convening a wide system of public, private and wider partners. There is evidence of a broad range of stakeholders engaged in the agenda, and the development of successful and diverse partnerships to support priority setting, strategy development and delivery.

A range of opportunities which require further exploration have been identified including: in respect of working with business to reduce commercial carbon emissions e.g. . work with businesses could link in with PV; exploring opportunities for On-Shore Wind Power; upscaling retrofit skills programmes – without which we will be unable to meet our retrofit ambitions, and more widely work to ensure that skills provision is responsive to need across the whole environmental agenda; systemwide approach to private EV charging; better linking our environment and community wealth hub activity.

There are good examples of effective communication, notably given the take up of retrofit programmes and wider investments accessed by the public.

The expansion and development of cross portfolio social prescribing activities demonstrates effective partnership working, with joint working on collective agendas.

The extent to which data and intelligence is being used currently to target activity and resources is not clear, but would seem there is scope for this to be evidence led, with effective targeting at particular population groups or places.

The data on recycling rates shows a variation in performance between GMWDA and Wigan, it would be interesting to understand the context and actions that are being taken that are translating into improved performance in Wigan compared to the wider GMWDA.

From the information gathered it was not clear the extent to which programmes and delivery are systemic. Notable under the provision of EV charging hubs, with focus and coordination of charging hubs on public sector estates, but not clear how this connects, or if it connects to wider private sector provision in this space, e.g. supermarkets, petrol stations etc.

Trafford energy park is a good example of positive innovation and translation into action. This is something GM should be doing more of – a model which could be used with other large companies / commercial industry on large scale energy generation.

Commitment 5: We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike

1. Introduction

Transport is a key enabler, linking people, goods and places and helping to deliver on our wider Greater Manchester (GM) ambitions. Increasing the ability of individuals to connect whilst reducing negative impacts is central to this commitment.

2. Progress measures

% of people who find it easy to use different forms of transport in one journey

As part of our ambition for a more integrated transport system, GM wants to increase the proportion of residents who find it easy to use multiple modes of transport within a single journey. In 2021, three-quarters (75.6%) of survey respondents found it 'easy' or 'very easy' to use different forms of transport. Some demographic groups found it more difficult to use multiple modes of transport within a single journey, however, including: women (slightly); 25-54 and 55-64 year olds; people from ethnically diverse communities; and people with a health problem or disability that limited their day-to-day activities.

% of people who say they can afford to travel by public transport 'as much as they like'

GM is committed to creating a more affordable transport system and wants to increase the proportion of residents who say they can afford to travel by public transport as much as they like. In 2021, nearly two-thirds (61.8%) of survey respondents agreed or strongly agreed that they could afford to do so. There was some variation by demographic group, with the following groups finding public transport less affordable than the average across all respondents: women; people from ethnically diverse communities; and people with a health problem or disability that limited their day-to-day activities. Older people (aged 65 and above) felt much

more strongly than younger groups that they could afford to travel by public transport.

% and total annual trips made by public transport / active travel

To meet our 2038 carbon neutral ambitions, we want to see an increase in the proportion of total annual trips made in GM via public transport and active travel (walking and cycling). The overarching GM Right Mix targets – that were based on pre-COVID conditions – are currently being reviewed in light of the impact of the pandemic on transport usage. This will help inform a wider review of GM's progress towards meeting its 2038 carbon neutral ambition.

In 2019, two out of five GM trips (41%) were made by sustainable transport, representing 2.3m journeys. Walking was the main mode of transport for 70% of these trips, followed by public transport (24%) and cycling (5%). Considerable variation is evident across the ten districts, with 59% of trips in Manchester made by public transport or active travel, and 28% in Tameside. There was little difference between males and females; people with a disability or impairment were more likely to use public transport than those without (and less likely to engage in active travel), but the combined total was similar.

It is important to emphasise that walking is a mode in its own right. In addition to providing support for public transport usage, walking is the most common form of 'transport' and investment in it is important, especially when it comes to tackling pavement condition, obstructions and safety.

% of the GM bus fleet that is zero emission (at the tailpipe)

The radical reduction in emissions that is required to meet our 2038 carbon neutral ambitions requires more than just greater use of public transport and active travel –

public transport also needs to be cleaner. GM will track the proportion of our bus fleet that is zero emission at the tailpipe. Over time, we expect the proportion of buses that meet this standard to increase, and under Priority 4 of the GM 5-Year Environment Plan, are committed to 100% of buses being zero emission at the tailpipe by 2035. Our GMS target is to have 252 such buses by September 2024; this compares to a September 2021 baseline of 32 buses operating across GM that are zero emission at the tailpipe, representing 1.6% of the overall GM fleet of 1,957 buses.

The above metric, and others tracked under this and the wider set of shared commitments, will impact on the air quality indicator tracked under Shared Commitment 4 (We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment). This reports on levels of nitrogen dioxide (NO₂), given its role as a major pollutant in urban areas and as the main type of air pollution being tackled by the Greater Manchester Clean Air Plan (GMCAP). Drawing on NO₂ monitoring network data that track emissions across the city region, and focusing on sites where roadside emissions have been above legal limits, the number of sites that are compliant with legal limits will be monitored and the number of exceedances reported. Data for this indicator are currently being sourced, and will be reported in the forthcoming Tableau performance dashboards. The 2024 target for this indicator will be confirmed in July 2022, in light of the current review of the GMCAP being undertaken in collaboration with central government.

3. Programme Activity Update

Bee Network

GM's vision is for an integrated transport system which will join buses, trams, tram-train, cycling and walking by 2024, with rail incorporated by 2030, transforming how people travel in Greater Manchester. Our hope is that designing and delivering public transport and active travel within one system – with local control and accountability – will deliver an inclusive transport experience.

Sitting beneath the Bee Network vision, there are a series of programmes and actions in place which support the delivery of this commitment, with oversight of the whole commitment sitting with the Transport Strategy Group. Key activity currently includes the following areas.

Bus Franchising

Bus franchising is a key element of our Bee Network and the High Court decision on 12 February to dismiss the legal challenge brought against our bus franchising process will have a significant impact in allowing us to take forward our plans in this regard. Indeed, the Mayor has subsequently announced his ambition that, that under a franchised bus network, adult single journeys would cost no more than £2, and single child journeys no more than £1. The move will be the first step towards the Greater Manchester public being able to access a more affordable public transport network.

The Mayor has also set out a revised timetable for the introduction of bus franchising, which will see:

- Regulated buses first introduced in Bolton and Wigan as well as parts of Salford and west Manchester from next autumn (2023)
- Bury, Rochdale, Oldham and areas of north Manchester to follow in spring 2024
- Final tranche covering Stockport, Trafford, Tameside, south Manchester and remaining parts of Salford to follow by the end of 2024

Invitations to negotiate will be issued shortly to prospective providers of bus services in Bolton and Wigan, as well as in parts of Salford and west Manchester.

Bee Network delivery including via CRSTS and Bus Services Improvement Plan

Funding via the City Regional Sustainable Transport Settlement (CRSTS), Bus Service Improvement Plan and other funding (such as the Levelling Up Fund, from which several GM local authorities have been successful in securing funding) will form a significant step towards the Bee Network, as the first city region to take forward plans for bus franchising, integrated with our Metrolink network and with the largest cycling and walking network in development in the UK.

GM's City Region Sustainable Transport Settlement (CRSTS) funding allocation of £1.07bn (initially announced ahead of last year's autumn Comprehensive Spending Review) has now been confirmed. This will be supported by £170m in local contributions, meaning around £1.2bn worth of investment in local roads, bus, train, tram and tram-train services over the next five years, with new quality bus corridors, cycling and walking routes and improved transport infrastructure and connectivity for towns and high streets in the region. This will also support a move to a fully electrified bus fleet, with 50 new zero emission buses expected to serve Bolton and Wigan when the first phase of bus franchising is introduced on 17 September 2023.

Greater Manchester has also been awarded £94.8m as part of the Bus Back Better strategy, which will be used to support affordable bus fares under franchising.

The CRSTS allocation looks likely to fund the following bus improvements asked for:

- Quality Bus Transit – orbital corridor improvements
- Bus Corridor Upgrades – development led corridor improvements
- City Centre Bus – radial corridor improvements
- Bus Pinch Points and Bus Stop Upgrades – cross-GM improvements
- Customer Ticking and Information improvements
- Expanded Zero Emission Bus fleet – with funding just confirmed for the provision of 170 zero emission buses, 10% of the current fleet

In addition, CRSTS is likely to fund the following fixed-track interventions and development activities:

- Redevelopment of Bury Interchange into a modern integrated operationally carbon neutral facility to meet current and future requirements for bus, Metrolink, tram-train and active travel.
- Metrolink Stop Improvements Programme (MStIP) seeks to unlock greater patronage through identifying stop improvements which can overcome issues that may be hindering greater rapid transit mode share, such as improved accessibility and passenger safety and security. An initial 5-year programme of improvements will identify and address issues at stops that are below the standard our passengers expect / deserve and therefore have potential for delivering increased patronage. The Bury line (and some stops on the Altrincham line) have been initially identified with poor accessibility and stop environments due to heavy rail station legacy issues. The programme will discover patterns and scalable solutions for efficiency gains when MStIP is expanded across the network.
- Travel Hubs programme to get more people to and from our rapid transit stops and stations and integrate active, shared and public transport modes to facilitate more multi-modal trips (complemented by Mobility Hubs, in neighbourhoods away from stops and stations).
- Tram-Train Pathfinder (starting although not finishing within this CRSTS period). This is the proposed scheme between Oldham and Bury via Rochdale and Heywood. Further Tram-Train schemes could follow on from the successful implementation of Pathfinder and these are set out on Map 3 of the Five-Year Transport Delivery Plan 2021-26.
- Early development activities for potential new stops on GM's rapid transit network.

The Bus Service Improvement Plan (BSIP) has now been reviewed by Government, and we will receive around half of the revenue support that we had asked for as part of our Bus Service Improvement Plan (BSIP) submission.

Our submission included proposals for service improvements, fares and ticketing, network management and information (fleet and infrastructure now being picked up through CRSTS etc). BSIP also includes targets for journey time, reliability, passenger numbers and satisfaction and targets for service improvements.

Zero Emission Bus Plans

In March 2022, GM secured (£35.73m) from the Government's Zero Emission Bus Regional Areas (ZEBRA) to support the introduction of 170 zero emission buses running from Stockport by 2024. They will replace the current fleet operated by Stagecoach Manchester from its Stockport depot. The operator will build a new depot for the e-buses and is to invest £37.2 million in the project. GMCA will provide £12.5 million, bringing the total investment to £86.8 million.

HS2

HS2 is the Government's scheme to implement a new high-speed north – south railway network, from Manchester to London via Birmingham and Crewe. This is a major national infrastructure proposal that would be progressed over several decades and is being taken forward in several phases. Phase 1, which is under construction will connect London with Birmingham and the West Midlands by around 2030. Phase 2a, where parliamentary powers gained Royal Assent in 2021, will extend the route from the West Midlands to Crewe. The Phase 2b Western Leg is proposed to connect Crewe to Manchester by around 2040.

The hybrid Bill which provides for the HS2 Phase 2b “Western Leg”, between Crewe and Manchester was deposited in Parliament by the Department for Transport (DfT) on 24th January 202. The Bill includes provision for new high-speed rail stations

(providing for HS2 and Northern Powerhouse Rail services) at Manchester Piccadilly and Manchester Airport, along with a tunnelled section of railway that will connect the respective stations and new high-speed infrastructure to connect HS2 services to the West Coast Mainline just before Wigan North Western. It also covers some provision of other related infrastructure, including new highways layouts and changes to car parking and Metrolink infrastructure being modified at the two stations.

Northern Powerhouse Rail (NPR) is a proposal to deliver a high-speed rail network between Manchester, Liverpool, Leeds, Newcastle, Sheffield and Hull. The Government's preferred outline plans for NPR are included in the recently published Integrated Rail Plan (IRP). The Bill does not cover the proposed NPR scheme, but does include 'touchpoint' elements to enable its future delivery.

The HS2 and Northern Powerhouse Rail (NPR) Programme remains crucial to the future prosperity of Greater Manchester and the North, acting as a catalyst for regeneration, jobs, homes and economic growth. Greater Manchester remains supportive of both HS2 and NPR, whilst maintaining a clear position that they must be delivered in a manner that fully complements the placemaking, local employment and sustainable growth objectives of the city region. The Greater Manchester HS2 NPR Growth Strategy 'The Stops are Just the Start', funded by Government, was published in 2018 and provides the framework for this, alongside the GM Transport Strategy 2040.

TfGM continues to work closely with the GM partners on the HS2 NPR programme. The GM Partners are made up of GMCA, the GM Local Authorities directly impacted by the hybrid Bill proposals and / or the wider HS2 NPR programme, including Manchester City Council, Trafford Council, Wigan Council, Tameside Council, Salford Council and Stockport Council, and Manchester Airport Group.

Initial reviews of the hybrid Bill confirm that many of GM's concerns set out in consultation responses dating back to 2014 remain unresolved. It is therefore considered necessary to oppose the Bill through the Parliamentary process to ensure GM's concerns are considered prior to the Bill obtaining Royal Assent. Many

of these concerns are shared by one or more of the GM partners, and TfGM is working with the GM Partners to coordinate the response to the Bill.

Overarching issues include:

- Fully integrated, one-station solutions are needed for Piccadilly and the Airport with seamless integration between international, national, regional, and local transport modes, including accommodation of Metrolink, to support the vision for the 'Bee Network'; an integrated, modern, and accessible transport network.
- Integration of HS2 with Greater Manchester's wider local policy is essential, including regeneration and land use around stations and along the route as set out in the Manchester Piccadilly Strategic Regeneration Framework (SRF) and Local Growth Strategies;
- HS2's access strategy needs to be aligned with local transport strategy such as the 'Right Mix' objective for at least 50% of trips to be made using public transport, walking and cycling, including delivering an appropriate level of highway and parking capacity. This includes the provision of wider connectivity such as Metrolink and multi modal interchange as well as local connectivity including active modes;
- Appropriate mitigations must be in place to minimise the impact of HS2 on the local environment, carbon emissions and any disruption to local communities;
- Station and rail infrastructure must be of a design and quality appropriate for the setting and acceptable to the Local Planning Authority; and
- Maximising the opportunity to upskill the GM population is essential.
- There is also a requirement to work with government the mechanisms for funding each part of the Growth Strategy package.

We will continue to develop and implement the Growth Strategies to maximise the opportunities presented by HS2 and NPR, including wider connectivity to the High Speed network.

Active Travel

Comprising an infrastructure programme of nearly 200 schemes, delivered from an investment of circa £270m we are investing more than any other region outside London in the creation of the largest cycling and walking network planned in the UK. These schemes are being delivered in an integrated manner across CRSTS, Mayors Challenge Fund and Active Travel Fund primarily, although we continue to seek other opportunities to invest in the delivery of this key component of the Bee Network – a series of improvements to busy routes and along quieter streets that will be suitable for an unaccompanied 12 year old and will pass the ‘double buggy’ test – ensuring that the network meets or exceeds the required minimum standards set out in LTN 1/20 and more specifically achieves the standards of the GM Active Travel Design Guide.

Increasing active travel by doubling walking and quadrupling cycling will require more than just infrastructure investment, however. Therefore, we are delivering a comprehensive range of activation and behaviour change measures to give people access to walking and cycling, including our plan to create the largest public bike share scheme outside London, and, introduce other forms of shared mobility as they develop. We are working positively with communities on school streets, bike loan and library services and continue to support a comprehensive training programme. We wish to transform neighbourhoods into active, low traffic communities where people and place centred design dominates streets as opposed to being dominated by parked motor vehicles. We are committed to tackling the obstruction and damage to pavements caused by vehicles parked on footways, verges and cycle tracks and paths.

We will work with all relevant local partners in achieving this vision.

Streets for All Schemes

GM's ambition is to design more welcoming and greener streets - which enable people to incorporate more physical activity into their daily lives; which have clean air; which are safe and secure for everyone; which provide good access to public transport and which are accessible for those with mobility impairments.

This approach is for the 10 Greater Manchester local authorities and TfGM to develop and roll out, in partnership with residents, businesses, transport operators and emergency services, all working together and doing their bit.

Streets for All helps to support both inclusivity and address our environmental concerns. A number of strands of this work are being driven forward including: work in neighbourhoods, town and city centres, high streets and corridor proposals.

Affordability and Accessibility

Moving to the franchised bus network will help to address affordability issues. In addition, other activity continues to make public transport more affordable and accessible, including:

- Our Pass - membership scheme for young people who live in GM, and supports both school leavers and care leavers. Development work for 2022 cohort is currently underway with suppliers and to launch the application portal from 1st May 2022. In addition, evaluation is ongoing of scheme and improvements to the scheme in progress - a collaboration between The Growth Company and TfGM. In respect of the Care Leavers Pass liaison is ongoing with the GM Care Leavers Delivery Group, GMCA, and local authorities. One of the areas under review is the application process, with the aim to make it easier for care leavers to apply and to reduce the rate of incomplete and rejected applications. Work is also being undertaken to see where take-up is below expected numbers and how the delivery group can communicate to care leavers and care providers of the availability and benefits of the offer. Another consideration for TfGM is the

extension of the concession eligibility age from 21 to 25, in line with the LA statutory care age.

- Apprentice and Job Seekers ticketing offer scoping continuing with TfGM Policy team to provide SMART ticketing option for these groups that activates on first use. Development required for this product
- Work with the Autistic Society to improve longer term access to free travel based on updated eligibility criteria acceptance. Interim improvements have been implemented.
- Ongoing roll-out of the Access for All programme and development of potential new rail stations including: Walkden, Daisy Hill and Irlam stations. This programme is however reliant on Government funding which impacts on the speed at which it can be rolled out. Both this and the Autistic Society work have the potential to impact on the more negative responses made by disabled people in response to some of the survey-based performance metrics discussed above.

It is evident that there is more work that we can do in this arena, in particular to ensure that we better understand and address the issues that impact upon those groups who are disproportionately affected by affordability and accessibility.

Places for Everyone

Places for Everyone is the Joint Development Plan Document setting the spatial planning framework in which development can be brought forward within the GM boroughs (except Stockport). Our Transport ambitions have been integral to the development of the plan, which will be important in ensuring that they are taken forward in a coordinated manner. The Places for Everyone Joint Development Plan was submitted to the Secretary of State in February 2022 and the examination is due in summer 2022, with adoption in 2023. TfGM and local authority partners will work together to refresh Local Implementation Plans (LIPs) which are designed to complement the GMTS 2040, Right Mix and carbon reduction targets and which have a focus on local trips within neighbourhoods and to local centres. It is important that they are up-to-date ahead of 'Places for Everyone' Examination in Public (EiP)

to demonstrate how each local authority will deliver interventions associated with the allocations.

4. Embedding the ways of working

From the update information gathered it is evident that wide ranging partnership working underpins the delivery of major programmes in support of this commitment. Other areas of activity which support the commitment are well connected and the impact of supporting delivery in the attainment of this commitment are understood. At the heart of collective transport plans is the desire to deliver connected, affordable and accessible public transport, which drives improvements in health and wellbeing and responsive to needs of all our diverse communities and for households of all incomes.

There is evidence of use of data and intelligence to inform policy development and decision making, including targeted services, and recognition of the scope to go further to deliver more targeted services responsive to evidenced equalities or place-based intelligence, including stakeholder engagement in the understanding of issues or designing of responses. There is current activity being explored and developed to support particular cohorts to access travel passes or discounted travel, such as job seekers, based on evidenced need.

The successful attainment of this commitment is a key pillar in GM's response to the climate emergency and forms a significant part of the policy response as the city-region moves towards net zero carbon.

Transport is a key enabler to GMS strategic ambitions, and is responsive to changing circumstances and needs. Active travel has a key role to play in supporting GM residents through the cost of living crisis, with affordable interconnected transport across the whole city-region. The collective vision for improvements in our active travel networks will be realised over time and in doing so

ensure the people who need it most benefit from the improvements. The role of an affordable, integrated transport network is key to a successful future for Greater Manchester. There is clear understanding of the importance the development of the transport system has to play in ensuring it is able to meet current and future needs.

Innovative responses are being explored and developed as part of the transport system development across the city-region. There is evidence of use of international examples and learning from other places.

The use of the GMCA co-benefits tool and comprehensive equalities impact assessments is evident and supporting decision making by TfGM.

The role of transport is key in supporting place-based working, and in enabling place level interventions, providing the connectivity between places and enabling improved access to all parts of the conurbation.

There is limited evidence of the role of the VCSE sector in delivery of this commitment. Although VCSE agencies and citizens are involved in some of the engagement activities in support of better transport design.

Digital technologies underpin the delivery of this commitment, with smart ticketing, digital enabled networks and the delivery of real time information across the networks.

Commitment 6 We will enable the delivery of world-class smart digital infrastructure

1. Introduction

The provision, maintenance and development of world-class smart digital infrastructure across the city-region is fundamental to the achievement of our wider social, economic and environmental ambitions. Fixed, mobile and advanced wireless digital connectivity has never been more important, and the rapid design and delivery of smart digital infrastructure will enable Greater Manchester to continue to develop and seeks to position our city-region as world leading in our digital ambitions. Ensuring people, places and businesses are connected via smart digital infrastructure will be crucial in unlocking GM's potential, whether that be through enabling technologies encouraging more people to use public transport, coordinated health records to support clinical decision making and care provision, or the use of CCTV systems to support safe places.

2. Progress Measures

% of premises unable to access download speeds of at least 30 Mbit/s

As part of new targeting approaches under the GMS, a floor target is being developed for the percentage of premises unable to access download speeds of at least 30 MBit per second (Mbps). Slow download speeds can impact negatively on both digital inclusion for GM residents and also the productivity of GM businesses. Baseline data have been collated to identify those parts of GM that under-perform by a considerable margin, and discussions are ongoing to finalise the approach and level at which to set the floor target.

GMS also has a related higher-level shared outcome indicator relating to GM's ambition to be recognised as a 'world-leading digital city-region', on the **number of people employed in the digital industries**. A new source (Data City) is being used to define the sector more comprehensively and track the volume of businesses and/or employees, but this work is ongoing and data are not yet available. In the interim, work is underway to consider how existing standard sources can be used to provide some contextual intelligence.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Greater Manchester Digital Steering Group. Key activity currently includes:

Local Full Fibre Network Programme

The LFFN programme will provide up to 2,700Km of new fibre optic broadband infrastructure, and will connect more than 1,500 public sites across the city-region. Delivered in partnership with Virgin Media Business (now VMO2), the £23.8M programme, plus existing investments in digital infrastructure, make this the UK's largest LFFN programme and will underpin a range of digital transformation and smart city projects. In its first year of delivery the programme has already delivered £11.8M of economic benefit to GM. The programme also has social value built into the contracting arrangements and has exceeded local employment targets, established the Greater Manchester Technology fund, which has supported over 1,300 digitally excluded young people during the pandemic, and VMO2 staff have used annual volunteer days to support people across GM. This programme has also led to wider investment by VMO2 in the extension of its network which is helping to reduce the numbers of properties below 30Mbps.

GM One Network

The creation of a single network infrastructure across a significant number of GM's public sector organisations, enabling network services across the city-region to be provided more efficiently, securely and flexibly. The programme has identified opportunities for innovation and highlighted significant financial savings for those businesses involved over the 10 year period, alongside other wider benefits.

GM Advanced Wireless and 5G Strategy

The Strategy will provide a framework for public and private investment in digital infrastructure. The activity is seeking to provide a public wireless platform to address

connectivity cold spots in GM and contribute towards access to connectivity for citizens and visitors.

Digital Infrastructure in Developments

Ensuring the use of planning guidance for the provision of competitive, fixed and mobile digital infrastructure for new development sites.

Digital Infrastructure Advisory Group

Joint working across sectors, providing opportunity for the sharing of ideas, emerging initiatives and challenges and allows for scrutiny and input from the private sector, recognising the importance of all sectors in the design, delivery and oversight of the development of digital infrastructure.

GM Data Mesh

Working in partnership across policy areas and partnerships, the GM Data Mesh seeks to provide digital capability, supporting the effective use of data from cross-cutting strategic programmes and services.

GM Care Record

Provision of a shared digital care record for all 2.8m GM citizens, which is supporting decision making and direct care, clinical pathway transformation, research, service planning and design.

NHS at Home

A two-year programme is in development, building from the Covid experience, this work will create a blueprint for optimisation of “virtual wards”. This will include standard operating models and effective inclusive digital solutions.

4. Embedding the Ways of Working

There is good evidence of current use of the ways of working in support of this commitment. Examples of delivery activity from across policy areas were received and there is good connection and understanding of those activities.

The information gathered for this update demonstrates the strength of partnership approach to deliver this commitment, with leadership and strategic approaches at the

heart of convening a wide system of public, private and wider partners. There is evidence of a broad range of stakeholders engaged in the agenda, and the development of successful and diverse partnerships to support priority setting, strategy development and delivery. The effectiveness of the partnerships involved in this commitment suggests good communication strategies and approaches are in place. It is not however clear how far or effectively communicated digital infrastructure plans and developments are disseminated to, or understood by, GM communities.

The development of a digital download speed floor target is an innovative example of the use of data and intelligence to inform policy development and decision making. It should inform a targeted response that will help to reduce spatial variation and contribute to our ambition to reduce inequalities across the city-region.

The effective delivery of this commitment will support GM's environmental objectives, making remote access easier, enabling ease of use of public transport and through activities such as the use of planning guidance, and 'dig once' principles environmental harms from the installation of digital infrastructure can be minimised.

There is evidence of targeting of services to meet need. The targeted supply of technology to digitally excluded young people and the provision of targeted health care via digital solutions. The responsiveness of service provision to the download speed floor target will be key to demonstrating how far services can go in responding to community need.

The delivery of this commitment provides an example of good procurement practice, with social value contracted in with major suppliers. The benefits of these contracts are being realised, and targeted to those people and places who need it.

Innovation and innovative solutions are driving much of the activity under this commitment. Seeking digital solutions to problems and ensuring good digital access for residents, businesses and visitors to GM. The development of digital infrastructure is being delivered to meet the current need but also developed with future demand and requirements in mind.

Commitment 7: We will realise the opportunities from our world-class growth and innovation assets, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the city-region.

1. Introduction

Greater Manchester benefits from world class growth and innovation assets. Attracting R&D investment based on Greater Manchester's areas of strength and excellence, and translating this to drive economic growth nationally as well ensuring it supports economic growth in all parts of Greater Manchester is critical going forward.

2. Progress measures

Number of employees / companies in GM's frontier sectors

Growth in the frontier sectors has the potential to power both the GM economy and the economy of the North of England, creating jobs of the future and putting the city-region at the heart of the UK's global competitiveness. Investing in these sectors, which include advanced materials and manufacturing, health innovation, digital, creative and media, and clean growth, will help GM to address some key challenges, such as health innovation and the need for rapid decarbonisation if we are to become carbon neutral by 2038. This measure seeks to see an increase in the number of employees and companies in GM's frontier sectors.

Drawing on a new source (Data City) to define the frontier sectors more comprehensively, using novel, machine learning approaches to the analysis of data scraped from company websites. This work is ongoing, so data are not currently available to report against this indicator. In the interim, work is underway to determine how existing standard sources of data can be used to provide some contextual intelligence.

Number of innovation-active businesses

Innovation and technological change will be central to solving some of our key social and environmental challenges, and will enable GM to diversify its business base, transform ways of working, build vibrant places, create future resilience, support pathways to work, and tackle social issues. To drive forward this change, GM needs to see an increase in the number of innovation-active businesses, and to open up the opportunities that innovation creates across all parts of the city-region.

Data are not currently available to report against this indicator, which will also draw on data sourced from Data City (again, standard sources will be used for interim reporting). Businesses will be given an innovation score based on machine learning approaches to data scraped from their websites, which will be compared to data from businesses known to be engaging in innovative activity.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the GM LEP. Key activity currently includes:

Innovation GM

Led by business, scientific, academic and local government leaders, Innovation Greater Manchester is a model for creating a network of innovation zones across towns and cities and leveraging science assets and strengths to support innovation-led business growth in Greater Manchester, the North West, and the wider North. It is a blueprint for how cities and towns across the North can work in concert for mutual broad-based prosperity, levelling up through science and innovation. The blueprint envisages a network of Innovation Zones that link labs and research institutions to industry in city centres, town centres and advanced manufacturing parks across Greater Manchester. Innovation Zones would ensure the growth fuelled by innovation brings economic and social benefits to every district, resulting in updated skills, good employment and places where people want to invest.

It is closely aligned with UK national policy which seeks to deliver the Government's laudable aims of achieving 2.4% of GDP related to R&D, establishing the UK as a science superpower and supporting international trade through global Britain. It demonstrates how deeper local-national partnerships, underpinned by shared outcomes and ring-fenced funds, can deliver more and better.

The recent Levelling Up White paper made a headline commitment that BEIS will invest at least 55% of its R&D funding outside the Golden Triangle by 2024-25. In addition it announced three 'Innovation Accelerators' in Greater Manchester, West Midlands and Greater Glasgow. £100m is available to support these plans - there is a private sector match funding contribution required. GMCA is working with Government officials on a co-design process for the Accelerator, part of which will include developing a GM Innovation Plan and a Business Case to draw down the available funding.

Advanced Materials & Manufacturing

Key strands of activity driving forward the Advanced Materials and Manufacturing Frontier sector include the *Greater Manchester Advanced Materials and Manufacturing Alliance* (GAMMA) which has taken forward action to launch Manufacturing Innovation Networks in partnership with the Growth Company with the aim of helping to identify and address industry innovation challenges, and opportunities. Work has also started on developing a full business case for investment for a 'sustainable materials translational research centre' to be located in the Atom Valley growth location. This centre would complement the Advanced Machinery and Productivity Institute (AMPI) which to-date has secured almost £40m through the Towns Fund and Strength in Places programme. In addition, work is being undertaken to coordinate a GM sector response to the recently announced BEIS consultation on its UK Advanced Materials strategy.

In addition, programme delivery continues on the *Made Smarter* programme which is focused on helping manufacturers to modernise by adopting digital technologies enabling them to become more productive and profitable, and support the growth of Greater Manchester's economy. Delivery includes roll out of specialist industrial digital technology advice including project grants, student internships, workforce development advice, and leadership & management development. A 12 month extension was granted to March 2022 and the autumn spending review announced 3 further years of funding to 2025.

Health Innovation

The Innovation Partnership on Healthy Ageing continues to meet regularly and work is currently underway to create linkages into both Innovation Greater Manchester and the new integrated care structure for the city-region.

Digital and Culture

A *Digital Cluster Development Plan* is being developed with evidence-based proposals to maximise economic growth from GM's key digital specialisms and assets. The Plan focuses on Cyber, E-Commerce and Media and Content. An eContent proposition is being developed which sets out the sub-sector assets of GM.

In addition, there is collaborative development of a *GM Cyber Strategy* to uplift the sector and shape future working.

The COVID pandemic has hit the culture and leisure sector hard and through the *Culture Recovery Plan*, work is ongoing to draw on all available resources to support the sector, taking advantage of significant digital advances to widen access to culture, and a greater love and pride in our local place including through: the GM Music Commission established to advise the Mayor of GM on relevant matters; increasing national and international profile of GM talent; and agreeing with legal structure and governance of StreamGM.

Clean Growth

Ten Local Area Energy Plans and 1 GM Masterplan are under development and will be completed by July 22. These will include activity associated with our 6 Growth Locations.

We have established an Energy Innovation Agency with Greater Manchester's Universities, public and private sector partners. The aim of the Agency is to accelerate the commercialisation of technologies which can reduce carbon emissions. Work is ongoing to fully establish the Agency and support a pipeline of innovations to commercialisation.

Innovation Finance

Innovation and Angel Finance: Demand continues to be high across GM. High-innovation potential, early-stage businesses haven't always been able to access the growth capital they need. GC Angels was formed to respond this imbalance in the early-stage equity market across the North. It invests alongside angel investors and funds, de-risking and unlocking deals with a focus on exciting, high-growth opportunities innovating across digital, creative and technology sectors GC Angels has successfully invested £2.8m of LGF funding leveraging £14m of private co-investment, with a large and growing qualified pipeline of circa £22m. GC Angels

now needs to urgently address access to new capital and short-term options are being explored.

Innovation and growth finance: GMCA manages its own investment funds. Its focus is to help companies operating in the key industrial sectors get access to the finance they need to grow. It achieves this via direct investment into GM based businesses alongside private sector investment and the creation of sector specific investment funds. Direct investments are typically in the region of £250k to £1.5m and have recently supported the establishment of a new challenger bank, a software developer which assists small and micro businesses and an innovative ecommerce service provider. In 2015 the fund established the Life Sciences Fund in partnership with Cheshire LEP, Cheshire East and Bruntwood. It has since supported over 40 businesses across the region. Its success has led to the establishment of a second fund, this time funded alongside Cheshire LEP and Bruntwood, which is expected to go live during May 2022. The fund also provides finance to enable the construction of new placemaking commercial space, supporting the development of 194,192sqm of BREEAM accredited space and the redevelopment of c25Ha of Brownfield land.

Places for Everyone

Places for Everyone is the Joint Development Plan Document for 9 of the 10 districts, setting the spatial planning framework in which development can be brought forward within GM. The overall spatial strategy of the Plan seeks to take advantage of the opportunities for delivering high levels of economic growth, whilst addressing the challenges for securing genuinely inclusive growth and prosperity. Making the most of the key assets at the core of the conurbation is central to the approach, as this will be essential to maximising the competitiveness of Greater Manchester and driving economic growth across the city region. Securing major investment in the surrounding inner areas will be important to addressing the extensive deprivation in those neighbourhoods, as well as supporting the successful functioning of the core areas. The Plan also seeks to boost significantly the competitiveness of the northern parts of Greater Manchester, whilst ensuring that the southern area continues to make a considerable contribution to growth by making the most of its key assets.

The Places for Everyone Joint Development Plan was submitted to the Secretary of State in February 2022 and the examination is due in summer 2022, with adoption in 2023.

Growth Locations

Set within the context of Places for Everyone, six 'Growth Locations' have been identified which represent opportunities for the whole city-region to bring forward development at a scale that can drive the transformational change we want to see in GM. The six Growth Locations are:

- North East Growth Corridor (Atom Valley)
- Eastern Growth Cluster
- Airport & Southern Growth Corridor
- Central Growth Cluster
- Western Gateway
- Wigan & Bolton Growth Corridor

The growth locations will facilitate growth across a range of industries and in addition in the following areas: employment & supply chain, education & skills, housing, transport, innovation and low carbon. In respect of innovation the plans include proposals to work with our academic institutions to drive innovation and R&D activity across the Growth Locations, supporting projects through Innovation GM and potential innovation deals. The Growth Locations cover significant innovation assets including Oxford Road Corridor and the Advanced Machinery and Productivity Institute in Rochdale, Trafford Clean Energy Park and the Salford Innovation Triangle.

Stockport Local Plan

Being developed by Stockport, as the planning and development framework for the district, and complementary to the wider GM plan, with shared transport planning and delivered as part of the wider GM Housing Strategy.

Infrastructure Tripartite Agreement

A Memorandum of Understanding with the Environment Agency and United Utilities on sustainable water management working to increase resilience to flood risk and impacts of climate change was signed with GMCA in 2021. Under the MoU, GMCA will work with the two organisations to ensure progressive improvements in sustainable water management across the city-region, enhancement of the natural environment and ensuring all future developments and critical infrastructure are resilient to flooding and the impact of climate change.

Focus skills capital on supporting growth locations and frontier sectors

The Local Growth Fund has funded 14 FE Capital projects, 10 of which have now completed and 4 of which are in delivery and making significant progress towards completion.

Skills for Growth is a £42m three-year programme funded by the European Social Fund. It has been designed to fill the occupational skills gaps identified by employers who have continually highlighted that they cannot find the technical skills in Greater Manchester required to support and grow their businesses. It has been designed to upskill and re-skill employed people across the city-region, which will put them in a better position to progress in their careers while supporting businesses to grow. £12.5m of skills provision commissioned and a further £10m planned over coming quarter. It is a key element of supporting the skills needs of the frontier sectors.

4. Embedding the Ways of Working

Following the pandemic, Greater Manchester has taken advantage of the opportunity to reappraise our economic priorities. The LEP has developed a bold Economic Vision, enabling Greater Manchester to lead the local and UK economic recovery and development. Based on the Independent Prosperity Review evidence base, the Economic Vision charts a new economic course, capitalising on Greater Manchester's assets and the opportunities for economic growth through the regional centre and our growth locations, recognising our city-region can, and needs to be, at

the heart of driving social and economic innovation, and as it does so, with the renewed focus of people and planet first.

From the update information it is evident that significant partnership working is happening to ensure that through our growth and innovation assets we open up opportunities across the conurbation. Places for Everyone and the Stockport Plan provide the spatial planning framework to facilitate our plans and have involved wide partnership approach in their development, including development of the evidence base, in addition to widespread consultation on the plans.

The recent work on Growth Locations has been developed within the context of the Local Industrial Strategy and building on our work with Frontier Sectors. In addition, delivery, business case development, and option exploration of transport investments to support key GM Growth Locations is taking place including allocations identified through Places for Everyone and the future Stockport Local Plan.

The effective delivery of this commitment will support GM's environmental objectives, in particular the focus on Clean Growth as a frontier sector. However, it would be useful to understand in more detail the specific specialisms in Greater Manchester and how these are being translated into action on the ground.

There is evidence of targeting of services to meet need. Places for Everyone seeks to boost significantly the competitiveness of the northern parts of Greater Manchester, recognising the impact of deindustrialisation on these areas. This is followed through with the Growth Locations work for example with the Advanced Machinery and Productivity Institute in Rochdale. However there does appear to be scope for further disaggregation of data and targeting of services, not least housing provision, to meet community need.

Commitment 8: We will support our businesses to grow sustainably, to become as prosperous as they can be.

1. Introduction

As our economy rebuilds and recovers from the pandemic companies are having to innovate and change to survive. We want to support our businesses to grow and develop sustainably, which in tandem ensures that good employment opportunities are accessible for our residents. Additionally, we want to embrace the renewed understanding and recognition by some of businesses' purpose being beyond growing shareholder value, and with significant power to impact positively on their communities.

2. Progress measures

Number of GM businesses engaged by the Growth Company

We want to support GM businesses to succeed, and specifically to maximise the effectiveness of Growth Company services in encouraging inclusive and sustainable economic growth across the city region.

During the period from April to December 2021 (Quarter 1 to Quarter 3 2021/22), there were 17,668 engagements by the Growth Company with GM businesses. Cumulative data through to the end of the 2021/22 financial year (Quarter 4) will be included in future reporting, but the 2020/21 data show that the number of annual engagements increased by more than 200% compared to the previous year – this reflected increased activity in response to COVID-19, including the set-up of a new call centre, *#HereForBusiness*.

Drawing from a different dataset on the characteristics of owners of businesses, the most recent annual data (for 2021/22) show that just over a quarter (27.2%) of business owners were female, higher than previous years, and around 1 in 8

(12.7%) were from an ethnic background. Less than 4% of business owners were aged 16-25.

Number of GM businesses signed up to the *Race to Zero* campaign

Sustainable growth requires action from both the public and private sector, including pledges to reduce carbon usage. GM aims to increase the number of businesses that support this by signing up to the United Nations Framework Convention on Climate Change's (UNFCCC) *Race to Zero* campaign. [Race To Zero](#) is a global campaign to rally leadership and support from businesses, cities, regions and investors for a healthy, resilient, zero carbon recovery that mitigates future threats, creates good jobs and unlocks inclusive, sustainable growth. As of 2021, **59 active businesses** in GM had signed up to the Race to Zero campaign. This figure will be updated on a regular basis in order to track progress over time.

In contribution to the GMS shared outcome on vibrant and successful enterprise, GM is committed to supporting new businesses to be established and subsequently thrive. The higher-level shared outcome indicators include a measure on the **number of business births**, which we want to see rising across the city region. In 2019, there were 98.4 business births per 10,000 of the resident population in Greater Manchester, 1.2 below the England average, and down 7.5 compared to the 2018 position. Births decreased in six of the ten Greater Manchester districts between 2018 and 2019, but increased in Oldham, Stockport, Tameside and Wigan.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the GM LEP. Key activity currently includes:

Business support & investment:

The *Business Productivity, Innovation and Inclusive Growth* programme initially commenced in 2018 and is focused on delivering sustainable and inclusive growth across the GM business base, enabling local businesses to survive and thrive led by

GC Business Growth Hub, part of The Growth Company. With a clear focus on supporting businesses looking to grow through innovation, investment, internationalisation and workforce development, the range of services provided allow businesses to access a variety of support from light-touch information services, to more intensive support programmes and access to financial products. An evaluation of phase 1 of the BPIIG programme is being undertaken. The next phase of BPIIG started in January 2022 via contract extension of the BPIIG Programme until June 2023. As a result of the £8.1M GMCA funding, the Growth Hub have been able to leverage a further £8.2M of ERDF funding and £2.8M of other public and private funding giving a total funding package of £19.1M. Work is ongoing re commissioning Phase 2 of the programme.

GMCA has re-commissioned a range of leadership & management support for SMEs from the GC Growth Hub in GM, which will be delivered until June 2023 under a new campaign and one-front-door called *Greater Manchester Leadership Hive* which will bring leadership and management training for SMEs together in one place. This will also include a new, pilot programme, 'OPEN SME' which will provide free, short-course online training from GM Business Schools to help SME leaders improve profitability, sustainability and increase business growth.

MIDAS is the inward investment promotion agency for Greater Manchester, with a strategic aim to secure significant levels of new investment for the city region to create and safeguard jobs. Performance remains strong in terms of projects concluding, with 51 project wins to date, creating 4,849 jobs and safeguarding 922. Project wins are 31% higher than this time last year and sit just 9 above the YTD pre-COVID-19 average (49). Jobs created is now over double the YTD pre-COVID19 average of 2,350.

Innovation and Angel Finance: Demand continues to be high across GM. High-innovation potential, early-stage businesses haven't always been able to access the growth capital they need. GC Angels was formed to respond this imbalance in the early-stage equity market across the North. It invests alongside angel investors and funds, de-risking and unlocking deals with a focus on exciting, high-growth

opportunities innovating across digital, creative and technology sectors GC Angels has successfully invested £2.8m of LGF funding leveraging £14m of private co-investment, with a large and growing qualified pipeline of circa £22m. GC Angels now needs to urgently address access to new capital and short-term options are being explored.

Journey to Net Zero: is a fully funded online programme exclusively for SMEs in Greater Manchester that want to get on the path to net zero emissions, but aren't sure where to start. With expert support, businesses build a strategic plan to cut their carbon footprint, reduce costs, minimise risk and capitalise on the many opportunities awaiting you in the net zero world. Following customer feedback, the Growth Hub have launched cohort 5 which started in February 2022 (25 GM SMEs registered) with a sixth cohort due to commence in April. There has been interest from a larger business requesting support to engage their GM SME supply chain on the Journey To Net Zero. Work is being taken forward to explore the options for delivering JTNZ to a wider business audience through the Bee Net Zero campaign.

Bee Net Zero is a Business Engagement Programme launched in October with targets of 12.5k/10% of GM businesses pledged to the Net Zero approach per annum and/or 287.5k/10% KtCO₂ of carbon footprint of GM businesses pledged to the Net Zero approach per annum with ambition to scale up further if Business Rates Funding is confirmed. Progress as at Quarter 3 2021/22 included the Bee Net Zero website developed with programme launched at Green Summit on 18th October and a business plan being developed with a request for funding to support delivery The detailed offer to businesses is being developed with the LEP lead with an initial milestone set for 200 business sign ups by the end of Quarter 4 2021/22.

Enterprising You is a government-funded programme specially designed to support self-employed individuals, including those who work in the gig economy and small business owners in Greater Manchester. To the end of January 2022, the Enterprising You (EY) programme has seen 5,199 enquiries, 1,926 starts on programme, and is ahead of target on most outputs. The programme has been particularly popular with female entrepreneurs.

The *Peer Networks* programme, delivered by the Growth Hub, was successful in 21-22 in supporting 29 cohorts of 11 businesses (out of a target of 25) to engage in Peer learning with fellow business leaders. Unfortunately this nationally-funded programme has been discontinued as of April 2022, GMCA and GC Growth Hub are working together to find other ways to support businesses to engage in peer learning.

GM Digital Business Support

GM Digital Business Support: Business support is being provided through the Growth Company channels and vehicles including: The Digital Innovation Programme; Made Smarter; Digital and Technology Theme Support; ESF Skills Support for the Workforce; Digital Springboard, Tech adoption Service, Global Scale Up, Greater Connected, Exceed and Creative Accelerator Programmes; Creative Leaders Festival and through the efforts of Digital Account Managers in each LA area.

Programme delivery continues on the *Made Smarter* programme which is focused on helping manufacturers to modernise by adopting digital technologies enabling them to become more productive and support the growth of Greater Manchester's economy. Delivery includes roll out of specialist industrial digital technology advice including project grants, student internships, workforce development advice, and leadership & management development. A 12 month extension was granted to March 2022 and the spending review announced 3 further rounds of funding to 2025.

Technology Adoption Service: A technology finder tool for SMEs to help them navigate back-office solutions to boost productivity & productivity is being piloted in GM in collaboration with the Greater London Authority.

North West Cyber Resilience Centre

A not-for-profit venture between North West Police forces and Manchester Digital aiming to equip business within our region with the skills and knowledge to protect

themselves from online attacks. The centre provides education, testing and training delivered by a team of trusted professionals, seconded police officers and Ethical Hacking students studying cybersecurity at local universities.

Retail Crime Collaboration

GMP retail crime steering group includes big 6 supermarkets, JD sports etc. An action plan was published in November in #ShopKind week with focus currently on increasing the ease of reporting to GMP and on repeat locations.

Foundational Economy Programme

Work is ongoing within both existing support structures and in creating new ones to understand better what works, as well as demonstrating leadership and building networks and collaborations that increase the capacity for positive change for both workers and businesses in the foundational economy. A work plan has been developed in collaboration with the steering group (GMCA, partners, LAs) a Fund is being developed to stimulate a series of experiential projects addressing specific "Challenge Areas" where innovative solutions could improve outcomes in the Foundational Economy, and provide learning on the resources and policy levers required to create wider development, and develop innovation capacity in the foundational economy. Complementary skills activity has also been commissioned, including new social care progression programmes.

Social Enterprise/Cooperative Activity

GMCA has launched a co-design process for the development of a GM Community Wealth Hub to support and grow co-operatives, mutuals, social and community enterprises, staffed by people from the co-operative and community sector who understand the market'. This addressed one of the strands of community wealth building directly – plural ownership of the economy.

In addition, the Social Enterprise Action Plan continues to be delivered, coordinated through the Social Enterprise Advisory Group. The focus on the plans is: Improving our understanding of social enterprise and its contribution to the GM economy ('Research & Intelligence'); Influencing public and business sector procurement ('Influence Procurement'); Identifying potential markets and investment opportunities

(‘Market opportunities and Investment’) and Raising awareness and profile (‘Raise awareness’).

Progressive Procurement

It was announced in March that GMCA and local authorities will move by 2023 to only procuring from companies that pay the real Living Wage, support good employment and have developed plans to become carbon neutral.

GM NHS has been included in discussions with GMCA around “Driving Social Value in Greater Manchester Public Procurement” with a joint action plan being developed. There are opportunities presented through the development of the ICS, but will require capacity and embedding in the early design stages.

The Growth Company has published a Progressive Procurement Policy and is tracking Equality, Diversity and Inclusion measures for their supply chain. This baseline will give them a better understanding of the impacts of procurement patterns.

Focus skills capital on supporting growth locations and frontier sectors

The Local Growth Fund has funded 14 FE Capital projects, 10 of which have now completed and 4 of which are in delivery and making significant progress towards completion.

Skills for Growth is a £42m three-year programme funded by the European Social Fund. It has been designed to fill the occupational skills gaps identified by employers who have continually highlighted that they cannot find the technical skills in Greater Manchester required to support and grow their businesses. It has been designed to upskill and re-skill employed people across the city-region, which will put them in a better position to progress in their careers while supporting businesses to grow.

£12.5m of skills provision commissioned and a further £10m planned over coming quarter. It is a key element of supporting the skills needs of the frontier sectors.

Working with Employer representative bodies to develop GM Local Skills Improvement Plan (LSIP)

Development and funding for LSIPs are referenced in Levelling Up white paper, with leadership expected from Employer Representative Bodies. GM Chamber of Commerce currently exploring local LSIP options.

GM Age Friendly Employer Toolkit

GMCA has become the first UK city-region to launch a toolkit designed to help and inform employers on the positive impact an age-friendly workplace can bring. The Age-Friendly Employer Toolkit includes information on flexible working, how to hire age-positively as well as advice on how to encourage career development at all ages, and is based the five principles established by the Centre for Ageing Better.

4. Embedding the Ways of Working

The information gathered for this update demonstrates the strength of partnership approach to deliver this commitment, with leadership and strategic approaches at the heart of convening a wide system of public, private and wider partners. There is evidence of a broad range of stakeholders engaged in the agenda, and the development of successful and diverse partnerships to support priority setting, strategy development and delivery. There are however, areas where partnership approach could be further improved for example between the Skills and Economy portfolio areas in some activities, in respect of communication and procurement of services and Economy input to the Local Skills Improvement Plans. This will help to further cement the linkages to ensure that skills development is supporting growth in our frontier sectors and growth locations, as well as our wider economy.

There are a broad range of programmes of activity to support business but the extent to which these are helping to address inequalities is unclear. It is positive to see the

development of a programme to specifically support the Foundation Economy, which disproportionately employs some groups of people, for example women. However, whilst there are some specific initiatives, such as the Guide to Age-friendly employment, going forward it will be important to understand how programmes are addressing inequality and helping to support the broader levelling up agenda.

There is evidence of the use of data and intelligence to inform policy development and decision making. However, beyond the demographic data that is collated under the performance metric on Growth Company engagements with GM businesses, reporting will only be limited intelligence on inequality perspectives relating to this shared commitment, and it would be beneficial to commit more publicly to reporting relevant programme-level data. It would also be useful to understand how *Journey to Net Zero* and *Bee Net Zero* are aligned to *Race to Zero*, as tracked in the GMS Performance Framework, to maximise the number of GM businesses that make net zero commitments under this initiative.

There are a range low carbon business support programmes, some being delivered through BPIIG some through other areas. It would be useful to review the scale and impact of these programmes going forward.

There is good evidence of a variety of programmes to provide digital innovation and support to businesses.

It is pleasing to see progress being made in respect of progressive procurement and social value with delivery of the Social Enterprise Action Plan and the recent announcement relating to procurement by GMCA and the local authorities. There is more work to do in this area for example through NHS procurement, with likely opportunities created as part of the design and development of the ICS.

The breadth of programmes and apparent good take up of services suggests effective and targeted communication methods are in place, ensuring residents and businesses are able to access the support they need.

Commitment 9: We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities

1. Introduction

A good job can provide independence, income, confidence, as well as improving skills and opening up choices for an individual and reducing social isolation, and for an employer, good jobs will help them to grow and succeed through improved employment standards and delivering opportunities for people to progress, to support the health, development and resilience of their workforce whilst experiencing the business benefits that come alongside this.

2. Progress measures

% of employees paid above the Real Living Wage (RLW)

As a central part of work to create better jobs for residents, GM is committed to becoming the first city-region in the UK in which all employers pay the real living wage (RLW) and offer living hours by 2030. To ensure that progress is on track to achieve this, GM wants the proportion of employees paid the RLW to increase to 88% by April 2024.

In April 2021 (provisional data), 80.9% of GM employees earned more than the RLW, up from 80.0% in 2020, but lagging the UK average of 82.9%. Progress will be tracked from this baseline against the trajectory towards the 2024 target position, to assess if we are on course to achieve our 2030 ambition. Male employees in GM were more likely to be paid above the RLW than women (82.7% and 79.1% respectively in April 2021).

% of GM residents in 'good work'

GM wants to increase the proportion of residents in good work, and reduce variance between different resident groups. The GM residents survey shows that in February 2022 some three-quarters of respondents were satisfied with their job (74%) and their working hours (72%), but only around half (52%) were satisfied with their pay.

Job insecurity was quite high, with almost a fifth (18%) of respondents saying that they thought they were likely to lose their job and become unemployed in the next twelve months. There was some variance by demographic group, with the following groups thinking they were more likely to lose their job: males; young people aged 16-24; people with a health problem or disability that limited their day-to-day activities; and (in particular) people with a current caring responsibility. There was little variance by broad ethnic group. Further analysis will be undertaken of the February 2022 survey findings and bringing them together with findings from the forthcoming survey in April 2022, to develop a better understanding across the various domains of good work that are explored, and potentially to come up with a composite measure that summarises the prevalence of good work across the city region.

Activity under this shared commitment will impact on the GMS shared outcome relating to better jobs for GM residents, and over time should contribute to improved performance against the shared outcome indicators on **median resident earnings** and **working-age employment rate**. In 2021, the median hourly pay of Greater Manchester residents (as an average across both full-time and part-time employees) stood at £13.03, £1.07 below the UK average. The gender pay gap was considerable, with the median hourly pay of male residents being £1.79 higher than that for females. The employment rate also lagged the national average by a considerable margin, standing at 71.9% in September 2021 for the GM working-age population, compared to 74.5% for the UK as a whole. This metric lays bare the inequalities experienced by some groups: the employment rate for residents from an ethnic background in September 2021 was 14 percentage points below that for the working-age population overall, and for people with a disability was 23.4 points below.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the GM LEP. Key activity currently includes:

GM's real Living Wage (RLW) City Region campaign

In November 2021, Greater Manchester became the first Living Wage City-Region officially recognised by the Living Wage Foundation. Through close partnership with the Foundation, Greater Manchester has put in place a dedicated taskforce working across different sectors of the economy to engage with employers and encourage them to support our ambitions. As of the start of April 2022, there are 466 accredited employers across Greater Manchester, up from 384 at the launch of the campaign.

Building on the RLW campaign, it was announced in March that by the end of the year, more than half of Greater Manchester's 10 boroughs will be paying the real Living Wage to directly and indirectly employed adult social care staff, soon to be £9.90 per hour. The remaining boroughs are on track to deliver the RLW for their adult social care staff soon after.

Greater Manchester Good Employment Charter

The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme which has been created to improve employment standards across all GM employers, regardless of size, sector or geography. Organisations – including public sector bodies, private sector businesses, service providers, the third sector, and voluntary and community organisations – can sign up to the Charter.

Over 850 employers are engaged with the Charter Unit as of the start of April. The need for support on the effective introduction and management of flexible work continues through the Charter's partnership work with Timewise, and they will continue to deliver a series of Masterclasses on various aspects of Flexible and Hybrid working and will provide a range of toolkits and guidance resources for the Charter. The Charter have also supported the GMCA and Timewise on the release

of the Greater Manchester Flexible Work Index which provides a baseline for the number of vacancies across GM that are available on a flexible basis.

Self-employed support (including Enterprising You)

Enterprising You (EY) is a government-funded programme specially designed to support self-employed individuals, including those who work in the gig economy and small business owners in Greater Manchester. To the end of January 2022, the Enterprising You programme has seen 5,199 enquiries, 1926 starts on programme, and is ahead of target on most outputs. EY has appointed a number of providers to deliver one to many workshops replacing the previous model, and workshops will commence mid Feb 2022. EY has made a number of alliances with the new start up Visions team (CRF) to share best practice. The programme has been particularly popular with female entrepreneurs.

Social Enterprise/Cooperative Activity

GMCA has launched a co-design process for the development of a GM Community Wealth Hub to support and grow co-operatives, mutuals, social and community enterprises, staffed by people from the co-operative and community sector who understand the market'. This addressed one of the strands of community wealth building directly – plural ownership of the economy.

In addition, the Social Enterprise Action Plan continues to be delivered, coordinated through the Social Enterprise Advisory Group. The focus on the plans is: Improving our understanding of SE and its contribution to the GM economy ('Research & Intelligence');

Influencing public and business sector procurement ('Influence Procurement');
Identifying potential markets and investment opportunities ('Market opportunities and Investment') and Raising awareness and profile ('Raise awareness').

Progressive Procurement

It was announced in March that GMCA and local authorities will move by 2023 to only procuring from companies that pay the real Living Wage, are supporters of the Good Employment Charter and have developed plans to become carbon neutral.

GM NHS has been included in discussions with GMCA around “Driving Social Value in Greater Manchester Public Procurement” with a joint action plan being developed. There are opportunities presented through the development of the ICS but will require capacity and embedding in the early design stages.

The Growth Company has published a Progressive Procurement Policy and is tracking Equality, Diversity and Inclusion measures for their supply chain. This baseline will give them a better understanding of the impacts of procurement patterns.

Entrepreneurial Activity

Innovation and Angel Finance Demand continues to be high across GM. High-innovation potential, early-stage businesses haven't always been able to access the growth capital they need. GC Angels was formed to respond this imbalance in the early-stage equity market across the North. It invests alongside angel investors and funds, de-risking and unlocking deals with a focus on exciting, high-growth opportunities innovating across digital, creative and technology sectors GC Angels has successfully invested £2.8m of LGF funding leveraging £14m of private co-investment, with a large and growing qualified pipeline of circa £22m. GC Angels now needs to urgently address access to new capital and short-term options are being explored. Early discussions are underway with BBB following renewed funding of the BBB Regional Angel Programme, which, with a potential unlocking cornerstone from the GM review of business rates, may present an opportunity to build on the GC Angels more diverse investment model and create a scaled and more effective GM innovation finance solution.

Fund Her North: Fund Her North is a Northern-based, volunteer collective of over 30 women (in VC's, funding organisations and angel groups), with a combined investment power of over £650 million. The headline entrepreneur membership stats show a broad mix of entrepreneurs across all business life stage categories, and geographies, however the majority have no funding experience, which demonstrates the size of the challenge/need for our support. E.g. 19% were at the ideas stage, and 85% have not raised funding before.

Latest membership numbers: Total Members:248; Entrepreneurs 159; Investors 33; Other 56. The new website has recently gone live.

Creative Workforce Plan and Freelancers' Charter

Talks have begun between the GMCA and the Centre for London on their programme of support for the self-employed, including how to adapt and adopt to a GM context, working with the Enterprising You programme.

Working Well Programmes

Working Well refers to a family of services that support people in Greater Manchester who are experiencing or at risk of long-term unemployment. Across the Working Well programmes almost 55,000 people have been supported, with 17,500 supported into work, bringing in support and investment from a range of agencies, including direct health & care investment in the Early Help programme. Contracts are now live also for sector specific skills contracts (responsive to employer demand), and which have a focus on real living wage employment.

GM Apprenticeship & Careers Service: Business opportunities

GMACs helps young people explore and design their next steps before leaving school. The website brings together different stages of the career planning process, helping students navigate the choices open to them and develop the tools to start working life. It showcases what Greater Manchester can offer and provides a direct way to apply for courses, jobs and apprenticeships. Almost 120k log-ins have been provided for GMACs, using the analytics from GMACS to target our ask of businesses and a way of engaging growth sectors and underrepresented industries.

Skills for Growth (incl digital/technical)

Skills for Growth is a £42m three-year programme funded by the European Social Fund. It has been designed to fill the occupational skills gaps identified by employers who have continually highlighted that they cannot find the technical skills in Greater Manchester required to support and grow their businesses. It has been designed to upskill and re-skill employed people across the city-region, which will put them in a better position to progress in their careers while supporting businesses to grow. £12.5m of skills provision commissioned and a further £10m planned over coming quarter.

Apprenticeships and technical education employer engagement

GMCA is continuing to provide system stewardship of apprenticeships and T-levels, and the Levy Matchmaking Service has matched 597 opportunities, with 476 apprenticeship starts to date . The agreed total transfer value is £5,942,736 from 46 levy donors – made up of 33 from the private sector and 13 public sector.

GM Age Friendly Employer Toolkit

GMCA has become the first UK city-region to launch a toolkit designed to help and inform employers on the positive impact an age-friendly workplace can bring. The Age-Friendly Employer Toolkit includes information on flexible working, how to hire age-positively as well as advice on how to encourage career development at all ages, and is based the five principles established by the Centre for Ageing

GM ESF NEETs and Youth Employment programmes,

Current GM wide programmes to support NEET young people include:

Skills Support for Unemployed (led by The Growth Company) – offering one to one support to young people aged 15-24 to increase confidence and access employability skills.

GM Future Workforce Fund (led by The Princes Trust) – offering a range of courses and tailored support to provide vulnerable young people with the practical and financial support needed to stabilise their lives, develop self-esteem and confidence, and gain valuable skills for work.

Going forward it will be important to maximise the delivery of programmes offered, including new programmes such as a GM ESF NEET & Youth Employment programme, which will support 6,000 young people aged 15-24. The £10m ESF NEET and Youth Employment programmes have been commissioned and gone live.

Fast Track Digital Workforce Fund

The Fast Track Digital Workforce Fund is a joint venture between Department for Digital, Culture, Media and Sport (DCMS), Greater Manchester Combined Authority and Lancashire Digital Skills Partnership (LDSP), developed to address locally identified digital skills gaps and support Greater Manchester and Lancashire residents with accessible routes into digital employment. Future Workforce Fund has now supported almost 5,000 young people with 27% supported into a positive destination.

Other digital programmes include: GM Digital Curriculum, GM Digital Talent Pipeline

Leadership & Management Programmes

Greater Manchester Leadership Hive, launched in March, will bring together the best leadership and management training that the region can offer, all in one place. From workforce development to mentoring programmes and support with sustainability and inclusivity, the Hive gives small business leaders everything they need to run their business as effectively as possible. Business support programmes led by the Business Growth Hub will support a minimum of 290 businesses, create 180 jobs and develop 275 mentoring relationships between Jan 2022 and June 2023.

OPEN SME will go live in Spring 2022 - a £2m investment from the GMCA and ERDF to support SME leaders to access world-class business leadership training in local business schools, through an online leadership & management programme.

The business schools of University of Manchester, Manchester Metropolitan University, Salford University, and Bolton University have come together with the business growth hub to develop this **online modular learning platform for SME leaders** to help them boost their profit and resilience. The programme will support a minimum of 400 GM SMEs before June 2023, though it is the intention to reach many more.

4. Embedding the Ways of Working

The information gathered for this update demonstrates the strength of partnership approach to deliver this commitment, with leadership and strategic approaches at the heart of convening a wide system of public, private and wider partners. There is evidence of a broad range of stakeholders engaged in the agenda, and the development of successful and diverse partnerships to support priority setting, strategy development and delivery. There are however, areas where partnership approach could be further improved for example between the Skills and Economy portfolios in respect of communication and procurement of services, Economy input to the Local Skills Improvement Plans, and closer working between the directorates on work around Leadership & Management Programmes. This will help to further cement the linkages to ensure that we are supporting both people and employers to obtain and retain good jobs.

The real Living Wage Campaign is a key area of activity, increasingly important with the cost of living crisis critical going forward. The data suggests that women are less likely to be paid the real Living Wage and it is therefore pleasing to note the recent local authorities pledge to stipulate payment of the real Living Wage in their contractual arrangements with adult care providers, since this is a sector with a predominance of women employees and high turnover of staff.

It is pleasing to see the focus on the effective introduction and management of flexible work continues through the Charter's partnership work with Timewise and that the Charter have also supported GMCA and Timewise with the release of the Greater Manchester Flexible Work Index which provides a baseline for the number of vacancies across GM that are available on a flexible basis. Flexible working is often

important for groups experiencing inequality and those with caring responsibilities, so this work is welcome.

There are a broad range of programmes of activity to support self-employed people but the extent to which these are helping to address inequalities is unclear. Going forward it will be important to understand how programmes are addressing inequality and helping to support the broader levelling up agenda. Similarly, the extent to which Skills programmes are targeting inequality is unclear e.g. Skills for Growth, and it will be important to better understand this going forward.

It is pleasing to see progress being made in respect of social value with delivery of the Social Enterprise Action Plan and the recent announcement relating to procurement by GMCA and the local authorities. There is opportunity for embedding social value outcomes in the ICS development but will require resourcing.

There is considerable evidence of the use of data and intelligence to inform policy development and decision making under this shared commitment. Initiatives such as the real Living Wage City Region campaign and Good Employment Charter are collating data across a range of performance metrics that enable progress to be tracked, and this intelligence helps to inform decisions about onward delivery. A wealth of data is captured in relation to many of the programmes detailed above; it would be useful to embed equalities monitoring as a central element in programme reporting, openly publicising the extent to which delivery is responding to spatial and demographic inequalities across the city region.

Commitment 10 We will ensure businesses are able to access the skills and talent they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential – with access to good work for those who can, support for those who could, and care for those who can't

1. Introduction

This commitment is seeking to ensure GM businesses are able to access the skilled labour they require, to meet both current and future demand. In order to deliver on this demand, GM is seeking to ensure residents have the suitable skills, knowledge and support required to access employment opportunities available. The commitment also recognises that across GM some people are further from the labour market, and may require additional and tailored support to secure employment, and for some that employment may not be an achievable outcome. In those instances, GM seeks to ensure all people are supported, and continues to invest in training and development for people, and support them in meaningful activities even if not paid employment.

2. Progress Measures

Trends in Adult Education Budget (AEB) starts and achievements

The devolved Adult Education Budget (AEB) provides GM with more flexibility to support people to access the skills training they need for life and work, and to target provision so that businesses can access the skilled workforce they need. In 2020/21, there were 78,090 AEB starts, down 7,070 compared to the previous year. There was significant variation in the distribution of learners across the ten districts, ranging from 36% of all learner starts being Manchester residents to 5% in Bury, Stockport, Trafford and Wigan.

Achievements were also down in 2020/21 at 62,400, 6,770 below the number in 2019/20. On both starts and achievements, the majority were below Level 2 (67% for starts, and 70% for achievements), with much smaller percentages at Level 2 itself (31% and 28% respectively) and Level 3 (2% and 1%).

60% of AEB starts in 2020/21 were by non-White students, 57% by female students, and 14% by students with a learning difficulty, disability or health problem.

Apprenticeship starts and achievements

GM wants to see an increase in the number of apprenticeship starts and achievements, and to prioritise provision at the right level in sectors where employers across the city region are experiencing skills gaps and shortages. We are also committed to addressing inequalities in the type of learners engaging in apprenticeship provision.

In the 2020/21 academic year, there were 17,270 apprenticeship starts, down 140 compared to 2019/20; 45% of starts were Advanced level apprenticeships, 30% Higher and 26% Intermediate. 8,700 apprenticeships were achieved, up 540 compared to the previous year; 47% of these were Advanced, 20% Higher and 32% Intermediate.

84% of GM starts in 2020/21 were by White students, down from 86% two years earlier; 55% were by female students, and 11% by students with a learning difficulty, disability or health problem.

Activity under this shared commitment will contribute upwards to the GMS shared outcomes, and to relevant performance indicators including the **proportion of the working-age population with Level 4+ (higher-level) skills**, and the **proportion with sub-Level 2 skills** (Level 2 being effectively the functional entry point to the labour market). On the former, in the year to December 2020, 39.2% of the GM working-age (16-64) population had Level 4+ qualifications, lagging the England average (42.8%) by more than three percentage. Demographic data show that the proportion of young people aged 25-29 in GM with Level 4+ qualifications was higher than that for other age groups, and had increased considerably compared to the previous year. Moving from younger to older age groups (with the exception of 20-24 year olds, where a considerable proportion will be studying at Level 4 but not yet have achieved a qualification), the proportion with higher level skills reduced progressively. Data for the year to December 2020 show that females were more likely to have Level 4 qualifications, with a gap of nearly 4 percentage points over males.

At the other end of the skills spectrum, in the year to December 2020, 24.8% of the GM working-age population (16-64) did not have a Level 2 qualification, exceeding the England average (22.0%) by nearly 3 percentage points. There was considerable variance across the ten districts, with a 6.1 percentage point gap between the lowest performing district (Rochdale) and the highest (Trafford). Reversing the gender relationship seen in the Level 4+ data, men (27.3%) were more likely than women (22.4%) not to hold a Level 2 qualification.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the GM Employment & Skills Advisory Panel. Key activity currently includes:

Employment & Skills Delivery Programmes

There are a range of programmes being delivered which provide employment and skills support, with targeted support available across places and population groups. The activity update focuses on GM led activity and does not include the wider mainstream programmes and support offered by JCP. Locally commissioned and delivered activity has been developed responsive to employer and economic need, and with targeted interventions for particular cohorts.

The GM Age Friendly employer toolkit has been published, and specialist over 50s employment pilot, currently testing a web-based support portal, personal coaching and person-centred procurement.

Future Workforce Fund is a programme that by September 2022 will have co-invested over £13 million from business and government to deliver innovative programmes to young people across GM to develop the confidence, skills, and experience to become more prosperous citizens and part of a growing and inclusive economy. Delivered by the Princes Trust, over 4,500 young people have been supported since September 2019. Mid-point evaluation has shared some valuable learning for us through the use of a test and learn approach which has helped to shape wider offers for young people including: the expansion of our Pass scheme

for care leavers, widened access to CSCS cards for young people, and access to SIM cards and data for learning and work. The programme pivoted to digital delivery to retain engagement through the pandemic and is now focusing the final stages of the programme on bespoke place-based offers shaped by GM localities.

£10m ESF NEET and Youth Employment programmes have been commissioned to deliver an innovative engagement and mentoring programme for young people and young adults aged 15-24 who are affected by missed learning, and/or are disengaged from mainstream skills support offers, and/ or are not in employment or training. By September 2023 the programmes will support 6000 young people to address identified barriers and achieve a positive progression towards work or earning. Future funding around this activity is uncertain due to the changes from ESF to UKSPF funding, with UKSPF unlikely to be available to support until 2023.

Across the Working Well programmes almost 55,000 people have been supported, with 17,500 supported into work, bringing in support and investment from a range of agencies, including direct health & care investment in the Early Help programme. Contracts are now live also for sector specific skills contracts (responsive to employer demand), and which have a focus on real living wage employment.

The Apprenticeship Levy matchmaking service ensures that as many levy payers (public and private sector) as possible transfer unspent funds to non-levy payers negating the need for them to pay the 5% co-investment costs. The service has successfully matched 597 opportunity, with 476 apprenticeship starts to date. The agreed total transfer value is £5.9m from 46 lever donors.

The AEB is expected to support c70,000 GM residents to access publicly funded skills courses and qualifications across a range of levels up, including L3 qualifications.

The Greater Manchester Apprenticeship and Careers Service (GMACs) is an offer directly commissioned for young people to be inspired, explore and apply for opportunities re their future including access to key labour market information and the successful Meet Your Future initiative connecting thousands of young people to inspiration people from business.

The Bridge GM programme connects 226 schools and colleges with industry experts to ensure every young person has an experience with an employer in every year

they are in education to help inspire and connect young people to the future employment opportunities of Greater Manchester.

Responding to needs of the economy

Sector specific skills training activity is targeted at sectors with skills shortages and with forecast growth in demand. The Skills Talent Pipeline project is seeking to ensure a future on-flow of people with the necessary skills and qualifications to meet the needs of the digital economy and growth sectors reliant upon those skills.

Significant investment is being put into the retrofit skills programme to meet the demand to be able to retrofit GM homes and buildings to improve efficiency of buildings and make more homes warm, safe and affordable for GM residents, this is alongside other wider investment in skills training to support the wider construction industry.

The Skills for Growth programmes provides a range of sector specific targeted activities to support the GM economy's needs. However it is not clear whether the scale of intervention will meet the growing need.

Transport enabling learning & employment

Delivery of a range of transport programmes and development will support the attainment of this commitment, providing the vital infrastructure to connect people to opportunities, employment and learning.

The Bee Network is a fundamental strand of this providing interconnected, reliable, affordable public transport and active travel solutions for people across GM.

Transport activity is being developed to support particular cohorts, including the Our Pass scheme, Care Leavers Pass and work underway for possible apprentice and job seekers ticketing offer.

Provision for Business

The GM Leadership & Management programmes activity are providing a range of tools, resources and training to develop leadership and management skills and capacity across GM businesses. The Leadership Hive will bring together the best leadership and management training into one place. Open SME will go live soon, the realisation of a £2m investment to support SMT leaders to access world-class

business leadership training, working collaboratively across GMCA, the Growth Hub and GM universities to develop an online modular learning platform for SME leaders.

The Peer Networks Programme delivered via the Growth Hub has delivered above profile, in the current year 341 participants have signed up. Unfortunately, the national programme has been funded for the 22/23 financial year, with GM currently exploring ways to keep peer-to-peer provision going.

The Business, Productivity, Innovation and Inclusive Growth Programme (BPIIG) is delivered in support of creating a thriving and productive economy in all parts of GM. The programme focuses on building resilience and delivering sustainable and inclusive growth across the GM business base, enabling local businesses to survive and thrive. The programme has been extended to June 2023.

4. Embedding the Ways of Working

There is evidence of a broad range of activities, delivery and investments in support of this commitment. Given the expanse of things being delivered there seems to be scope for greater visibility of activity, especially when driven by different policy areas. The extent to which provision is duplicative or complementary is not clear, and highlights potential issues when the same organisations are receiving funding via several routes.

There are good partnership arrangements within policy areas, in place in support of the development of Employment and Skills activities, but there is scope for greater communication and engagement across policy areas. There are some good examples of highly effective cross-portfolio working, not least Working Well.

Transport barriers are regularly reported as the single biggest reason why learners or job seekers are unable to access opportunities. The development of transport networks and accessibility / affordability responses being addressed through targeted interventions demonstrates effective connections between the system and evidences the interdependencies between portfolio areas.

There is evidence of the targeting of activities and resources based on need, as identified through relevant data and intelligence. However, there seems to be scope for improvements in collection, collation and use of service user data, to better

monitor and directly target particular cohorts or places. There are some good examples of specifically targeted provision, not least the over-50s employment pilot, which is currently testing a web-based support portal, personal coaching and person-centred procurement.

There is evidence of progressive procurement and the use of social value in contracts, but it seems there could be more potential opportunities, given the size of the contracts being awarded.

The development and delivery of Working Well demonstrates good innovation to meet community need. Investment in training and development overall will support wider innovation and opportunities within GM.

Investment in skills provision and the tailoring of courses are being responsive to shifting demand resulting from the climate emergency and are ensuring a supply of skilled labour to meet both current and future demand.

Commitment 11 We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills

1. Introduction

This commitment seeks to ensure all GM young people receive the best start in life, supported to be good learners and provided with the tools they need to live a good life. For young people to be equipped to succeed many factors need to be in place, including good education and training provision, safe and stable home environment, access to essential services and support, and supporting whole system approaches to ensure children and young people can get on and progress regardless of their background. Poor childhood outcomes impact on overall life chances and outcomes later in life; through this commitment GM is seeking to provide a solid and successful platform from which children and young people can progress.

2. Progress Measures

% take up of funded childcare and early education places for 2 year olds

This measure is one of the neighbourhood floor targets being tested, and assesses whether more disadvantaged families are accessing funded childcare places for 2 year-olds, which will bring benefits to their children's educational, cognitive and socio-emotional outcomes, and support parents to balance home and work life. The latest data shows that GM performance (67.6% take up) outstrips the England average (61.8%), but there is substantial variance at locality level (57.1% - 87.8%).

The floor target approach will promote a focus on place-based inequalities. Early Education Leads will focus on one prioritised neighbourhood where take up is low compared to the other neighbourhoods in their locality. By April 2024, the floor target will measure whether take up in these neighbourhoods has improved to the level of elsewhere, or by at least ten percentage points where this cannot be achieved.

There will be a shared commitment to narrow the gap in take up between these areas and the rest of GM, with GM resources (e.g. VCSE grants; targeted communications campaigns) prioritised towards the places of greatest need, led by the evidence.

% of children at or above the expected level of development at 2-2.5 years

This measure captures overall child development based on five areas, as assessed during the Healthy Child Programme 2 year review or integrated review. Over time, GM wants to see the proportion of children aged 2 to 2.5 who are at or above the expected level in all five areas of development to increase over time, and to narrow the gap between the city region and the England average. Although the national figure may have shifted by April 2024, this will require overall GM performance to be raised to 83%. The focus on this measure within the GMS also provides an opportunity to better understand how the assessment is delivered, identify variance across GM and support increased consistency.

The latest data (April 2020 – March 2021) show a 10.5 percentage point gap between the GM and England average: 72.4% of GM children were at or above the expected level of development, compared to 82.9% nationally. There was a drop in GM performance of 7.6 percentage points compared to the previous year, while the England average remained broadly similar, suggesting that inequalities that pre-existed the pandemic may have been exacerbated in GM.

Attendance at school: rate of pupil unauthorised absence (all age, all settings)

The pandemic has shone a stark light on the importance of attendance at school for educational attainment and wider wellbeing, and consequently for the ongoing success of children and young people as they move forward in life. A multi-agency approach is required to support improved attendance, including the provision of wrap-around support to enable children and young people to achieve their potential.

GM want to reduce rates of unauthorised absence, with all children achieving good attendance, regardless of background or circumstance, with whole system early intervention before persistent absence becomes an issue.

The latest published data (a combined view for the autumn 2020 and spring 2021 terms) suggest a relatively positive picture for GM with regards to unauthorised absence, although the pandemic has disrupted data recording so performance needs careful interpretation. Across these two terms, the rate of unauthorised absence was 1.1%, down from 1.5% in the most recent equivalent two-term data release for 2018/19.

% of young people reporting good or higher wellbeing (Year 10s)

#BeeWell is a £2m collaboration between the University of Manchester, GMCA and the Anna Freud Centre. Based on research with nearly 40,000 Year 8 and 10 pupils across GM, it measures young people's wellbeing and aims to bring about positive change in GM communities as a result.

GM wants to see an increase in the percentage of young people reporting good or higher wellbeing, with a particular focus on prioritised neighbourhoods. Initial #BeeWell survey data show that 73% of Year 10s across GM reported good or higher wellbeing; the remaining 27% reported low wellbeing. The primary quantitative gauge of success within GMS will be to judge, by April 2024, if the overall % of young people reporting good or higher wellbeing has improved from this baseline position. However, beyond this, and supporting #BeeWell's place-based approach to young people's wellbeing, a neighbourhood floor target is currently in development for this measure. This will focus on reducing the range or 'spread' of wellbeing scores across the 66 GM neighbourhoods by April 2024, and will support how best practice can be shared most effectively through a locally-determined, place-based targeting approach.

Trends in transitions for our young people, including priority cohorts, across childhood

We are committed to supporting children and young people as they navigate key transition points in their education and journey towards adulthood, and most particularly for more vulnerable groups.

This indicator considers a number of constituent measures, which will be reported flexibly at different stages of the GMS life course. For this initial reporting round, we will focus on:

- the % of young people in 'priority groups' who are NEET or whose activity is 'unknown' – including looked after children, care leavers, and children and young people with special educational needs. The latest data suggest that 12.4% of this 'priority group' in GM aged 16 and 17 in are NEET or their activity is unknown, 2.6 percentage points above the England figure (9.9%). We want to narrow the gap with the national average over time.
- relevant metrics relating to school and college learners (Year 7-13) accessing and benefitting from the GM Apprenticeship and Careers Service (GMACS).

- relevant metrics on secondary schools and colleges delivering integrated careers education that connects with employers.

The approach to reporting against the second and third measures is currently being finalised.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the GM Children's Board. Key activity currently includes:

Bridge GM Transformation Programme 'New Capabilities for a New World' is a Headteacher programme with world renowned partner Ashoka. 15 GM Heads forming a collaborative to integrate into education provision new approaches to life readiness, careers and personal development to allow young people to contribute fully and gain fair access to economic opportunities in their region. This first step change making programme of work is designed to anchor schools and colleges to a sustainable model for careers education to support the 226 schools and colleges currently working towards consistent and high quality integrated careers programmes on a par with other education strategic priorities.

The Greater Manchester Apprenticeship and Careers Service (GMACs) is an offer directly commissioned for young people to be inspired, explore and apply for opportunities re their future. To date almost 120,000 log-ins have been provided for young people for the service. A refreshed version of GMACS will launch in early 2022, with improved capabilities for more intuitive site navigation. The refresh will incorporate the former Bridge GM website providing dedicated pages for GM's business community to link with education. The service offer for school leavers has been developed to support effective transition of young people from school as they move onto further education, training or employment. The package of advice, courses and support are built into the GMACs website.

£10m ESF NEET and Youth Employment programmes have been commissioned to deliver an innovative engagement and mentoring programme for young people and young adults aged 15-24 who are affected by missed learning, and/or are

disengaged from mainstream skills support offers, and/ or are not in employment or training. By September 2023 the programmes will support 6000 young people to address identified barriers and achieve a positive progression towards work or learning. Future funding around this activity is uncertain due to the changes from ESF to UKSPF funding, with UKSPF unlikely to be available to support until 2023.

Future Workforce Fund is a programme that by September 2022 will have co-invested over £13 million from business and government to deliver innovative programmes to young people across GM to develop the confidence, skills, and experience to become more prosperous citizens and part of a growing and inclusive economy. Delivered by the Princes Trust, over 4,500 young people have been supported since September 2019. Mid-point evaluation has shared some valuable learning for us through the use of a test and learn approach which has helped to shape wider offers for young people including: the expansion of our Pass scheme for care leavers, widened access to CSCS cards for young people, and access to SIM cards and data for learning and work. The programme pivoted to digital delivery to retain engagement through the pandemic and is now focusing the final stages of the programme on bespoke place-based offers shaped by GM localities.

A Curriculum for Life is at a Beta stage of development and will be co-designed and co-developed with young people.

#BeeWell

Use of the information generated by the survey will inform policy and decision making, available at neighbourhood level and informed by the reported responses of GM's young people. The #BeeWell Champions Social Prescribing Pilot has invested to train approx. 200 young people who will run mental health campaigns and commission destination activities in their school and local areas.

Our Pass

Now in its third year, the Our Pass provides free travel on buses in GM aimed at GCSE leavers (16-18) and care leavers (18-21) to help them access training and employment opportunities. More than 100,000 cards have been issued and more than 18m journeys taken since its launch. An evaluation of the scheme is currently underway and improvements planned based on feedback from stakeholders.

Green Schools Programme

The campaign aims to connect and support schools to do more within the classroom, to tackle the fabric and the outside of their buildings and to help guide young people into the green work sector after high school.

Supporting Families Programme

The programme supports families to access the help they need to address multiple disadvantages through whole family approaches, predominantly delivered through keyworkers. The Government has extended the programme for a further three years, with GM set to receive c£15m in 2022/23 with the expectation that a minimum of 4511 additional families will be supported.

School Readiness Programme

An early education focus on improving take up of funded 2 and 3 year old early education offer. The baseline of the floor target has now been established. Activity under this programme includes targeted comms campaigns for hard to reach communities, e.g. recent work to disseminate marketing assets to promote in areas with Pakistani and Bangladeshi communities; early years hub pilot and development of early years workforce academy to provide a highly trained workforce.

GM Early Education

The pilot programme provides an extension of the Early Years Application to be used in early years setting across GM, providing additional information on communication needs using established assessments. Promotional work is underway to increase parent / carer usage of the app, with almost 2000 signed up in Bury & Rochdale. Planning work underway to pilot in Salford and Rochdale to allow early education settings to complete speech and language assessments using the app. Work is underway for wider roll out in all 10 districts.

Care Leavers Digital Support

A pilot has been launched to test models for addressing digital poverty in care leavers, responsive to analysis suggesting all 3,900 care leavers in GM are believed to be digitally excluded in some way. The pilot, now live in Salford will support 40 care leavers with a comprehensive package of support including access to free data for 12 months, free devices through Salford Council donation scheme and free digital skills training to support them to build their skills and confidence online.

Data Accelerator & Supporting Families

Following successful bid to the Data Accelerator Fund, work has begun to determine how GM can maximise the potential of the project. Ongoing conversation with Centre for Data Ethics and Innovation supporting with the documenting of benefits while maintaining transparency and ongoing discussion with the Cabinet Office on how new legislations can support GM objectives.

Safety and support

A range of activities are led by GMFRS in partnership with localities and schools to support young people to be safe and provide training opportunities. These include:

- Delivery of prevention education programmes – will contribute to educating young people in fire, road and water safety
- Firesetters programme
- Fire Cadets scheme
- Expanded Prince's Trust programme
- Operational crews, schools engagement activities

4. Embedding the Ways of Working

There is evidence of good and well established partnership working and collaboration across a number of areas of work focussed on improving the offer for children & young people in Greater Manchester. The publishing of the first Greater Manchester Children & Young People's plan(2019-2022) in 2019 has accelerated this cross-agency collaboration. The priorities for the new GM Children & Young People will build on this focussing on the issues that children & young people and families tell us are important to them such as recovering from the pandemic (including education recovery) plus mental health and wellbeing whilst also responding to the issues that are fundamental to having safe and effective children's services system such as workforce recruitment and retention, social and emotional development in the early years and tackling high cost of LAC placements.

There is good evidence of joined up approaches, and the connection of services to ensure young people have the skills required to succeed and are able to access

opportunities, e.g. Our Pass and the development of social prescribing solutions based on the #BeeWell survey findings.

There is notable targeting of activity especially with early years provision, seeking to ensure those children and families hardest to reach are being supported. The continued development of whole family approaches and early help across GM supported by investment through the Supporting Families programme recognises the wider influencing factors in enabling children and young people to succeed.

The Green Schools Programme is a good example of responding to the climate emergency, developed from the growing concerns and expressed desire for action by GM's young people.

Innovative solutions are being developed and rolled out, including the use of digital technologies to support improved quality assessments and provision of appropriate service responses. Furthermore, the development of two neighbourhood floor targets under this shared commitment is an innovative example of the use of data and intelligence to inform policy development and decision making. It should inform a targeted response that will help to reduce spatial variation and contribute to our ambition to reduce inequalities across the city-region.

The investment in workforce training for early years providers through the Academy demonstrates an understanding of the need for a highly skilled and well trained workforce to support overall improvements in early years and sustainability and retention of the workforce.

The transition support and services have been developed to recognise the particular challenges faced by young people at key transition points. GM's young people have been disproportionately impacted by the pandemic, and the effective targeting of services and support, and collective partnership actions will need to be sustained as those impacts will be far reaching and long lasting.

From the information provided it has not been possible to identify if progressive procurement practices are being used. There is scope for embedding of social value within contracts for provision of children and young peoples services.

Commitment 12 We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online

1. Introduction

Ensuring all people and places in GM have good internet access, can access digital services, and benefit from opportunities from an increasingly digitised society underpins the Greater Manchester Strategy. Digital inclusion activities seek to ensure internet access for those facing the greatest disadvantage and risk of exclusion, ensuring all people are digitally included. In order to achieve the overarching outcome of GM becoming a world-leading digital city-region, actions are being taken to fix the digital divide which exists, reducing social isolation, supporting equity of opportunity, and ensuring everyone in GM can benefit.

2. Progress Measures

% of residents not accessing the internet in the last 3 months

Limited (or no) access to the internet is a key factor in digital exclusion. GM is committed to ensuring that all our diverse communities have good internet access and can benefit from the opportunities that an increasingly digitised society brings.

Unsurprisingly, internet usage has risen significantly in recent years, with 7.9% of residents having not accessed the internet over the past 3 months in 2020, a significant improvement compared to 2014 (14.8%). Whilst the trend in GM is reflective of the regional and national data, there is some variance below city-region level, with the North West of the conurbation (covering areas of Bolton & Wigan) reporting lower levels of access: 11% of residents did not access the internet here in 2020.

% of GM residents who are digitally excluded

Digital exclusion can result from multiple factors including lack of access to technology and connectivity, limited digital skills and support, and issues around affordability and/or motivation. In order to improve our understanding of how individuals and communities are affected, we have included a new set of questions in a Greater Manchester residents' survey, initially run with nearly 1,400 respondents in February 2022.

Early findings suggest that 92% of respondents felt that their household was confident in using digital services online. For the priority groups that are being targeted by GM, the position varied: 98% amongst young people aged 16-24; 59% for people aged 65 and above (the sample was too small to report on those aged over 75, the focus for GM); and 92% for people with a disability. 93% of respondents had access to devices that allowed them to access the internet and use digital services online; 92% could afford access to the internet; 89% had consistent and reliable access to an internet connection; 87% felt they had the skills they need to access and use digital services online; and 81% had the support they needed to access and use digital services online. Across the majority of these domains, older people and those who were disabled responded less positively.

Learners taking digital skills courses funded under the GM Adult Education Budget (AEB)

The lack of basic digital skills is a key driver of digital inclusion. GM is committed to supporting digital skills development to address this, but also needs to ensure that more people are equipped with the higher-level digital skills required by employers across the city region. Data are not currently available, but when processed will report on the number of GM learners taking Adult Education Budget (AEB)-funded courses relating to digital skills. The dataset should also provide insight into the demographic information of learners, so variance in engagement and achievement by population group can be explored, identifying potential inequalities.

We also have a related higher-level shared outcome indicator relating to GM's ambition to be recognised as a 'world-leading digital city-region', on the **number of people employed in the digital industries**. We are using a new source (Data City) to define the sector more comprehensively and track the volume of businesses and/or employees, but this work is ongoing and data are not yet available. In the interim, we will consider how we can use our standard sources to provide some contextual intelligence.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the GM Digital Steering Group. Key activity currently includes:

Digital Inclusion Taskforce and Digital Inclusion Action Network

A collaboration of over 150 public, private and VCSE sector members to share information, resource and good practice and drive forward scaled delivery of initiative to address digital exclusion. The network, led by the Mayor, meets monthly to drive direct action to deliver digital enablement across GM. The focus of the network is to respond to the needs of the target groups u25s, over75s and disabled people.

Tackling Digital Poverty

A cross-sector collaboration to align policy change priorities for an approach to government policy change to support the achievement of connectivity as an affordable utility and regulation of telecoms, with locally based tariff system to improve affordability.

GM Digital Inclusive Homes

A scalable pilot being run through GM social housing providers for the provision of connectivity and skills support, with evidence being gathered which will inform wider roll out. This initiative is working with the GM Ageing Hub to ensure the needs of older people are met.

GM Care Leavers Initiative

Joint working underway with telecoms companies to establish the potential for providing care leavers with internet access, improving their access to services, social life and employment opportunities. Planned activity is to pilot and then scale up to all 4,200 care leavers in GM each year.

Digital Bootcamps

Provision of locally funding training and skills development to meet employer and economy needs. Digital bootcamp supported c1500 residents to retrain into a digital role over 2019-21. 70% of completers progressed to an interview and to digital jobs for 55% of completers. Further funding has been secured to scale up bootcamps in 2022/23. Additionally, targeted use of the Adult Education Budget to ensure a

pipeline supply of people with digital skills will support the needs of digital employers and the wider economy.

GM Data Bank

Developed as GM arm of the National Data Bank created by the GoodThingsFoundation and supported by telecoms industry, the GM Data Bank will provides free mobile data to eligible GM citizens. This complements locality support programmes through the network of over 300 online centres in Greater Manchester.

Digital Primary Care

Programme is underway to optimise the use of digital technologies to improve efficiencies and experience in primary care. This programme includes user experience design and inclusion factors.

GM Single Point of Contact

Provision of online and telephone single point of contact with information, advice and opportunities relating to digital inclusion for both residents and organisations.

GM Digital Technology Fund

Developed during the pandemic, this is a strategic campaign to generate donations of digital devices, data and connectivity, providing support to digitally excluded young people for online learning, access to services and to socialise.

4. Embedding the Ways of Working

The activity being led in support of this commitment, demonstrates highly effective and broad partnerships. The convening power of the GMCA is being utilised to bring an extensive range of stakeholders together behind this collective ambition in the absence of a national programme. The successful coordination of activities, resources and targeted of interventions is clear. The effectiveness and well evidenced joining up of activities demonstrates good communication mechanisms are in place between partners and stakeholders. There would appear however to be scope for further development and targeted activity when trying to engage specific population groups or places.

Across the public sector there is collaborative work underway to develop and apply principles and tools to embed inclusive best practice in all GM portfolio and programme delivery.

Activities are being specifically targeted to support all people to drive out digital exclusion. The use of data, intelligence and evidence are informing decision making, as evidenced by the provision of equipment under the Digital Technology Fund, or designed with the GM Ageing Hub to be responsive to the needs of older people. The targeting of activity for specific population groups is being effective in supporting those most digitally excluded, including the example of activity to provide digital equipment to care leavers. The Digital Exclusion Risk Index (DERI) tool, developed by GMCA and accessible to all, is being used to calculate the risk of digital exclusion and identify areas in need of additional support.

There is also evidence of user insight and experience being drawn upon in the design and development of digital solutions across the partnership working. However, there may be scope for development in this area, particularly when seeking to access particularly hard to reach sectors of society.

There is good evidence of progressive procurement practices with social value built into contracts. The leverage of resource, capacity and capability is being effectively used to support priority needs. This spans across several areas of work supporting this commitment, and is being built in as part of the ICS development.

Through use of the social value charter, some of the activity commissioned in support of this commitment, is supporting GM's wider environmental objectives, taking account of organisations environmental credentials or commitments as part of that decision making process.

The activity and development of responses under this commitment demonstrate innovative solutions, responsive to need and capitalising on opportunities as they arise. There is clear strategic intent of the wider roll out of successful interventions and programmes, and the desire for pandemic related innovations to be embedded and mainstreamed where appropriate.

Driving out digital exclusion is equipping people now and for the future with the necessary skills, knowledge and access to services, social life and education that are fundamental to modern life.

Commitment 13: We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester

1. Introduction

Housing plays a central part in people's ability to live good lives. Everyone needs and deserves a safe, decent and affordable home to provide the stable foundation for everything else that they want to achieve for themselves and their family. When this is not available or accessible the impacts on individuals and society as a whole can be severe and long lasting, as is seen all too clearly in people's experiences of homelessness and rough sleeping.

2. Progress measures

% of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in the reporting year from a rating of D or below to C and above

Decent homes are important to wellbeing, but there are few indicators that give us an understanding of the quality of our housing. However, energy performance certificates (EPCs) show how efficiently homes use their energy, important for both household financial security and our wider sustainability and low carbon ambitions. We want to increase the number of homes that are improving their energy performance from a D-rating or below to C and above.

In GM in 2021, 15.2% of the 10,769 EPCs undertaken for existing domestic properties moved from below D to a C and above, showing that their energy performance had improved since a previous EPC was undertaken. This proportion varied considerably across the ten districts.

Number of new affordable homes built per annum

At a time when housing is increasingly unaffordable for many people, more needs therefore to be done to build affordable homes for purchase and rent, and thereby help to address the inequalities that are built into the housing market. Work is therefore underway to increase the number of affordable rented and home ownership properties built in the city-region.

In 2020, there were 1,659 affordable home completions across Greater Manchester. This was a reduction on the 2019 total of 1,908.

This indicator has a GM target to build more than 1,500 affordable homes per annum through to 2024, exceeding average annual delivery over the 2015-2020 period. The target is currently being reviewed in light of recent trends to ensure that it represents a sufficiently ambitious goal and aligns properly with the 2038 target under Places for Everyone, following which tracking of progress against it will begin when the 2021 data become available.

Number of people sleeping rough

GM is committed to supporting our most vulnerable citizens. As set out in the Greater Manchester Homelessness Prevention Strategy 2021-2026, one of the key priorities over recent years has been to end rough sleeping across the city-region.

In autumn 2021, there were 84 people sleeping rough in Greater Manchester on a single typical night, a considerable reduction compared to the 2019 figure of 142, and less than a third of the number (266) seen in 2017 when rough sleeping had risen to its highest level over recent years.

Around half (43) of people sleeping rough in 2021 were in the city of Manchester, with six districts accounting for the remainder, and zero rough sleepers in three districts.

The target is to reduce rough sleeping across Greater Manchester to zero by 2024, from a baseline of 120 in 2020. The 2021 total of 84 people sleeping rough in the city region on a single night is ahead of the target position for this date by 6.7%.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Planning and Housing Commission. Key activity currently includes

Decent Homes

Work is ongoing to retrofit and adapt existing homes to provide safe, warm and affordable homes for all ages. By August 2022 expected outputs of c.2200 domestic properties retrofitted, with increased EPC ratings.

To galvanise action in this arena, a Retrofit Action Plan has been launched with new delivery mechanisms including: Retrofit Accelerator and Heat Pump Accelerators being launched in March/April 2022 for the 'Able to Pay Market'. Expected outputs include c1000 retrofit assessments leading to 500 properties retrofitted in yr1 and 500-750 air source heat pumps installed respectively.

With regard to Social Housing Retrofit, our Local Authorities have collectively bid for c.£15m of Social Housing Decarbonisation funding, whereby registered providers of social housing can apply for funding to improve the energy performance of their social homes. The Social Housing Decarbonisation Fund Bid was successful in February 2022 with expected outputs of 1,200 social housing retrofits being delivered by May 2023, thereby supporting social landlords to maximise available funding and increase the energy efficiency of their housing stock. A further bid round is anticipated in the Autumn, and preparatory work is underway.

Both the Good Landlord Scheme and Good Landlord Charter will help to improve the quality of the private rented sector. The Levelling Up White Paper proposes the introduction of a new national landlord register and we are working with DLUC to better understand and influence how that might work. The White Paper also

proposes the extension and review of the 'Decent Homes Standard' to cover the private rented sector, and together with the landlord register this could provide a solid foundation for our GM Good Landlord Charter.

Affordable Homes

There are several different groups of households under particular pressure to meet the cost of their homes. As we come out of the pandemic and with rising living costs, this demand is only likely to increase. Through the supply of new homes GM should be providing better choices to ease those pressures. That should include adding to the stock of social rented housing to reverse the losses from Right to Buy. There is a need to develop more supported housing to provide more effective routes away from homelessness, and for a range of others whose needs are currently being inadequately met in mainstream housing, or in expensive and inflexible institutional settings. GM should also explore new models that help households to access home ownership in a way they can afford and sustain, or providing homes of all tenures better matched to the need of older households who are currently living in homes which present a risk to their wellbeing and continued independence.

The cost of housing can be a challenge to different cohorts within the housing system across Greater Manchester - including those needing access to social rent or trying to maintain a tenancy as welfare rules are squeezed, private renters sharing and saving as prospective first time buyers looking for routes into home ownership, people in unstable employment in any tenure, older owner occupiers without the resources to maintain a decaying property, and people living in overcrowded properties because they cannot afford or access a home large enough to meet their needs.

GMCA has signed an MOU with Homes England to drive additional investment and activity with investors. This will embed effective joint HE/GM partnership working as business as usual in support of housing delivery and broader strategic objectives, agreeing a strategic partnership and quantum of support from both sides – this is a leading edge partnership as cited in the Levelling Up White Paper.

GMCA is committed with Greater Manchester Housing Providers, Homes England and other partners to addressing these challenges relating to affordable housing

and aim to deliver 50,000 affordable homes by 2038 with at least 30,000 being net zero carbon social rented homes. Collaborative work is currently ongoing to develop a joint pipeline and with districts and GMHP to remove barriers to delivery.. In addition, work is being taken forward to lead a 'whole system challenge' approach to the delivery of new net zero social rented homes.

Safe Homes

The Gender-Based Violence Board has defined 'Housing' as one of its priorities over the next 12-18 months. A multi-agency working group will be established over the coming weeks with a view in due course to implement the Domestic Abuse Housing Alliance's 'Whole Housing Approach' across Greater Manchester.

Health and Housing

A safe, warm and secure home underpins people's ability to build a better quality of life; it improves general health outcomes and enables people to maintain independence. Poor housing is a driver of poor health and of pervasive and growing health inequalities. However, housing also has a huge influence on mental health and wellbeing, affordability has a major impact on the ability to keep homes warm, and how able people are to travel to work and maintain social connections.

Recognising the above, a Tripartite Agreement has been signed between GMCA, GM Housing Providers and GMHSCP bringing together a broad coalition of key organisations working together (with Homes England) to address housing, place, health and inequality issues at GM scale - Priorities for joint working on implementing the Agreement have been agreed with the core group. This includes collective efforts on supported housing, housing and ageing, improving homes, housing and mental health (including dementia) and creating healthy communities.

Healthy Homes/Home Improvement Agency: There is ongoing work to develop a baseline healthy homes service available across GM to ensure safe, warm, dry home for vulnerable, largely older households in owner occupation leading to a reduction in health risks for vulnerable households, reduced demand for social care

and NHS interventions. This includes work jointly with H&SCP, districts and GMHP to achieve agreed path and funding package to achieve implementation.

System Change to End Rough Sleeping

There is continued investment in and development of new ways of working to end rough sleeping through regional programmes, including A Bed Every Night, Housing First, Community Accommodation Programme (Tier 3), and the Young Persons Homelessness Prevention Pathfinder. Rough sleeping has reduced by 57% in four years and will continue to innovate to progress this target.

Integrated Health & Homelessness

Work is progressing towards a coordinated Health system response to homelessness and rough sleeping with a focus of embedding principles of Inclusion Health. At a system level in Greater Manchester, this will allow for practical solutions to address many of the health inequalities experienced by GM's homeless population through:

- embedding the principles and standards into commissioning practice
- by working with existing services to actively consider how they interact with and support people who are homeless.
- actively enabling access to the mainstream by employing more flexible service and engagement models
- create levers that encourage services to re-direct time and resource to those who need it most

Going forward it will be important to ensure a place for Homelessness within the future architecture of the ICS to enable connection of this work into the wider focus on health inequalities, and also to confirm appropriate leadership and future governance arrangements that will support this to happen.

4. Embedding the Ways of Working

Homes should provide a key stable foundation for people's lives and their health and broader quality of life. From the update provided it is evident that significant partnership working is key in underpinning major programmes of activity which

support our safe, decent, affordable housing ambitions. The interlinkage between housing and health for example, is recognised with the Tripartite Agreement between GMCA, GM Housing Providers and GMHSCP bringing together a broad coalition of key organisations working together to address housing, place, health and inequality issues at GM scale. Arrangements such as the tripartite agreement also provide strong foundations for good leadership between agencies, with opportunities for other stakeholders to take leading roles, notably engaging Housing Providers, drawing on their clear and evidenced understanding of the needs of their tenants and ensuring interventions are designed responsive to those needs.

There is evidence of use of data to inform policy development and targeted action – not least in the work that underpins the Places for Everyone Joint Development Plan. This will help to ensure that for example, our new homes are well connected, enabling our residents to travel work and education. Although based on the information available there appears to be potential for increased targeting of services and housing provision to better tailor responses to meet community needs. We also have detailed modelled data on the likely retrofit requirements and current condition of every home in GM, a vital resource in directing available resources for retrofit action.

There are programmes focussed on the housing needs of particular communities for example, Young Persons Homelessness Prevention Pathfinder and Age-friendly housing and planning programme with a Framework for Creating Age-Friendly Homes and Design for Life reports published and launched. Use of data to better target housing provision to groups with particular characteristics might be an area that requires further future exploration.

Ensuring that our housing ambitions, link to our environment ambitions and target for 2038 is evident, and indeed critical given the interplay between equality and environment. Programmes to support these interrelated objectives include for example our target to deliver at least 30,000 net zero carbon social homes by 2038. Work is currently ongoing to develop a joint pipeline and with districts and GMHP to remove barriers to delivery via the Housing Solutions Group. In addition, work is being taken forward to lead a 'whole system challenge' approach to the delivery of new net zero social rented homes.

The improvements being undertaken to existing housing stock and the significant plans in place to build more new dwellings are based on assessments of both current and future need. It is acknowledged however numbers of homes alone is not the solution, accessibility, affordability and the right stock in the right places needs to be part of the overall approach.

Commitment 14 We will tackle food and fuel poverty experienced by Greater Manchester residents

1. Introduction

This commitment seeks to ensure GM residents experiencing poverty – as indicated by food and fuel poverty – are able to access the support they need and develop a series of activities which not only respond to current needs, but also support up-stream preventive measures that aim to eradicate poverty for all communities and all places in GM. Financial insecurity often underpins the food and fuel poverty experienced by many of GM's residents however it is recognised that referring to specific *types* of poverty can be problematic. Those experiencing 'food poverty' are also likely to experience 'fuel poverty' or have difficult decisions to make. The underlying issue of poverty itself therefore needs to be central as practical measures are taken forward.

Food insecurity across Greater Manchester has worsened due to the pandemic. The escalating cost of living crisis will further entrench these challenges, demonstrating the need for GM to develop a better understanding of food insecurity and poverty across the city-region and put in place the appropriately resourced responses.

Fuel poverty is experienced by a significant number of GM households, with many people unable to afford the cost of sufficiently heating their homes. The significant increases in fuel prices, and further rapid increases predicted will drive more people across GM into fuel poverty, with households having to make critical decisions between whether to heat or eat.

Finally, the sheer volume of associated activity taking place at local and hyper-local levels makes it difficult to maintain a clear and current view of everything that is responding to poverty in GM. Responses to this commitment are therefore provided from a pan-GM perspective with a recognition of the impressive array of work also taking place locally.

2. Progress Measures

% of households that are food insecure

This measure seeks to show a reduction in the proportion of residents experiencing food insecurity, an issue that predates the pandemic but was exacerbated by it, and on which the challenges will only increase as the cost of living crisis impacts. Data are being gathered through the addition of specific food insecurity questions into the GM Residents Survey; the first output from that question is now available, drawing on fieldwork undertaken in February 2022.

A third (33%) of survey respondents had experienced food insecurity over the last 12 months, with a further 12% having only marginal food security, and therefore being at risk of becoming food insecure. Respondents from low-income households (47%), minority ethnic groups (44%), those aged 16-44 (43%), and those with a disability (38%) were more likely to be food insecure. In terms of some of the specific questions from which the headline assessment of food security has been made, over the last 12 months, almost a third (31%) of respondents had worried about their food running out before they could afford to get more, or could not afford a balanced meal (30%). A quarter (25%) ran out of food before they could afford to get more. Almost a quarter (24%) of respondents had cut the size of their meals or ate less than they wanted because there wasn't enough money for food; parents of children in early years, respondents reporting health issues or disabilities, minority ethnic groups, and younger respondents (16-24) all reported particular issues.

Unsecured Loan Debt to Income Ratios

GM seeks to reduce the levels of financial insecurity across the city-region, by supporting vulnerable residents with access to finance, improve their financial management and maximise incomes.

Data on levels of unsecured loans across GM give an indication on spatial variation in levels of debt, but may be misleading as higher debt per household can be concentrated in more affluent parts of GM, and lower debt in more deprived areas. We are therefore combining data on debt levels with household income, to provide a ratio of debt to income. This shows some correlation with deprivation, but further analysis is required. Higher levels of debt per unit income appear to be concentrated in particular areas, including parts of Bolton, east and south Manchester, Oldham, Rochdale, Salford, Tameside and Wigan.

The higher-level shared outcome indicator relating to **children in low-income households** is directly relevant and reflects GM's commitment to supporting more families out of poverty (defined here as relative low income, which is less than 60% of average household income). In 2020, nearly a third (31.5%) of children in GM were living in relative low-income households. The proportion varied considerably across GM's 66 neighbourhoods, from 72.4% in Coldhurst, St Mary's and Alexandra (Oldham) in 2020, to 4.6% in City Centre (Manchester).

The GMS Performance Framework is necessarily high-level, and intended to be supplemented by wider sources of insight and intelligence. Other measures to track progress in this area include Healthy Start Voucher take-up, Free School Meal eligibility and Pension Credit uptake. Agreed definitions and statistics are also available for Fuel Poverty and Fuel Stress.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment to be sat with the new GM Reform Delivery Executive. Key activity currently includes:

GM Food Security Action Network

The GM wide network is now well established with three multi-sector action groups formed and focusing on, 1. Increasing uptake of healthy start vouchers, 2. Ending holiday hunger, 3. Doing more for those that miss out. A range of activities are delivered to support these with a 12 month action plan being developed.

Activities under the action network include:

- Ensuring supply of food to food banks, as donations are reducing, but demand for food banks continues to increase
- A continued dialogue with big supermarkets, seeking commitment that they will sell their own produce at cost to any VCSE organisation in GM buying food for food banks.
- Also opportunity for greater promotion and take up of healthy start vouchers direct through the supermarkets

- Joint working to establish GM Youth Food Board, supporting healthy food provision and responsive to food insecurity.
- Scoping establishment of 'Community Shop' in deprived areas (areas classed as food deserts), food provision, cooking skills and opportunities for the co-location of support services /benefits advice etc.
- Continuing to lobby Government and local MPs on the right to food campaign and wider poverty issues.

A feasibility study is being undertaken for a North West Dynamic Food Procurement system – providing sustainable food procurement across GM and wider NW. Digital solutions are being explored to track food distribution and avoid food waste.

Poverty Action Review

The joint programme has been established with GM Poverty Action to identify practical steps and actions that GMCA and partners might take to tackle poverty across the city-region. This will also build understanding of local experiences of poverty and help shape future policy direction. Engagement work is now well underway with interviewing of partners and senior leaders across GM to understand gaps and avoid duplication in provision.

Responding to Fuel Poverty

There is not currently a defined programme of work directly responsive to fuel poverty, the impetus for much of the work is in pursuit of carbon reduction and environmental challenges.

The support for people to heat their homes is not as readily available as for food access and greater coordination / promotion of support available would be beneficial to residents.

There is scope for the development of a roundtable with energy companies, and development of schemes to donate rebates, where rebates could be used to heat homes and support wider benefits advice. There is lots of discussion and potential activity across GM in response to these issues, to avoid duplication and maximise effectiveness it would be prudent to develop coordinated responses under the broader umbrella of poverty.

Building Retrofit

The social housing decarbonisation programme is delivering improvements to homes to increase the energy efficiency of properties to EPC rating C or above. The Green Homes Grant funded activity is supporting the retrofit and adaptation of existing domestic homes, increasing EPC ratings and providing safe, warm and affordable homes. Expected outputs across both programmes c.3400 properties.

Pension Top Up Campaign

A new programme of activities has been agreed in February, with social media assets and messaging around cost of living. The promotion of the availability of pension credits supports those people who are eligible to access the funds available to them. There are however local system capacity constraints, with welfare and benefits support staff currently operating above capacity and with reported difficulties in keeping up with demand.

Supporting Families

The Supporting Families programme continues to provide targeted interventions to families, predominantly delivered through keyworkers. Government has announced the extension of the programme for a further 3 years with GM due to receive c£15m in 2022/23, with the expectation of supporting at least 4511 additional families.

The Salford integration pilot continues to be supported by a range of partners to address food poverty and healthy weight in early years, this will be further explored as a potential area of good practice.

4. Embedding the Ways of Working

Across this agenda there is good evidence of effective and far reaching parentship working and collaboration. Established networks draw on cross-sector agencies and development of new activity is seeking to ensure additional offers are complementary to and not duplicative of existing provision.

There is evidence of more distributive leadership across partners responding to this agenda than in other parts of the system, reflective of the fundamental role a vast number of stakeholders have to play in responding to communities experiencing poverty.

There is evidence of effective targeting and support for those who need it, and use of data and evidence, along with digital solutions to ensure those who need it most

have access to the necessary support and services. It is not clear the extent to which evidence is being used to target in response to specific equalities groups, this is an area for development. New sources of data such as the emerging evidence on food insecurity from the GM residents' survey will be invaluable in providing insight and helping us to target activity to where it is needed most.

While effective and innovative solutions are being put in place, the overwhelming narrative around this agenda is the scale and pace required and recognition of the rising tide of communities in need, exacerbated by covid and now due set to increase further as the cost of living crisis impacts. There are for example already challenges in the system, such as the capacity of welfare and benefits staff to keep up with demand, so while targeted campaigns such as the take up of pension credit is being promoted and developed via the GM Ageing Hub, the local welfare teams need to have in place the capacity to deal with the increase in demand this generates. These whole system approaches need to build capacity across the whole cycle of activity to ensure GM residents are able to benefit from the support on offer.

There was clear evidence of the understanding and need for activity, over and above the current, particularly in response to fuel poverty and the rising cost of fuel. This needs coordination and a senior system lead accountable for the oversight, coordination and alignment of activities to support across the wider poverty agenda.

The rising challenges faced by many GM families and households means that many of the current service responses are focusing on the current crisis response. It seems therefore, understandably, that the prevention and early intervention activities have lessened or in some cases, stopped altogether. Reported challenges by VCSE provider organisations refer to the ongoing increase in demand and the organisations having little capacity or funding to support preventative actions. Getting preventative actions and early intervention back into delivery as soon as possible seems the only way to prevent a further escalation of both the scale and complexity of demand in the future. It is however understood resources are limited, and therefore current urgent need is taking priority over preventative measures.

It has not been possible to identify if progressive procurement is being used, however work with large companies such as supermarkets and energy companies

are seeking to ensure the maximum possible social benefits can be achieved from the activities being undertaken.

Commitment 15: We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health

1. Introduction

Everyone in Greater Manchester deserves to live well. Yet people here die younger than people in other parts of England. Cardiovascular and respiratory illnesses mean people become ill at a younger age and live with their illness longer than in other parts of the country. GM's growing number of older people often have many long term health issues to manage. And the pandemic has exacerbated health inequalities - covid mortality rates are 25% higher in Greater Manchester than in England as a whole, and are highly unequal within the city-region, with mortality rates 2.3 times higher in the most deprived areas, compared to the least deprived. Inequality is damaging the lives of our people, both here and now and in the long-term, with widely varying crime, health, education, skills and economic outcomes for our residents. The evidence and experience from the pandemic, has provided us with an expanded view to consider the interaction and interdependencies of inequality and for example, health, housing, employment, environment, education and skills, and transport.

2. Progress measures

% of adults reporting 'high' or 'very high' satisfaction with their life

GM wants to ensure good lives for all, and is committed to supporting and improving health and wellbeing across the city region, particularly for the most vulnerable residents and communities. Around three-quarters (74.0%) of adults in GM reported high or very high levels of life satisfaction in 2020/21, a 6.0 percentage point drop compared to 2019/20 – this is very likely to reflect the ongoing impact of the COVID-19 pandemic, but adaptations to the survey methodology from which the data are derived may also have skewed the findings.

At district level, high or very high life satisfaction varied from 80.2% in Stockport to 69.9% in Manchester, a gap of more than ten percentage points. Substantial reductions in high or

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

very high life satisfaction between 2019/20 and 2020/21 were evident in Trafford (down some 10 percentage points), Bury and Manchester (both down around 8 points); however, note that the district level findings should be treated with some caution, given relatively small sample sizes. The GM Residents' Survey asks the same question as that used for the national wellbeing dataset, with a larger local sample that allows us to understand variance for key population groups. Although direct comparison cannot be made (the local survey is more recent, and the methodology is different), a higher proportion of disabled people had low satisfaction in February 2022, as did those aged 45-54.

% of adults reporting high levels of anxiety

The pandemic has had a considerable impact on levels of anxiety amongst our residents. In 2020/21, 26.2% of adults in GM experienced high levels of anxiety, an increase of 4.3 percentage points compared to 2019/20. The ongoing impact of the pandemic is self-evident, but again, changes in the survey methodology may be distorting the data.

A similar caveat to that for life satisfaction also applies to district level reporting on levels of anxiety. According to the data, there was a gap of 2.7 percentage points between the best performing district in 2020/21 (Oldham, where 24.7% of adults reported high levels of anxiety) and the worst (Tameside, 27.4%). Between 2019/20 and 2020/21, the largest rise in anxiety was recorded in Trafford (up more than 9 percentage points); in contrast, levels of anxiety fell by 0.5 points in Stockport. Again, we can draw on findings from the GM Residents' Survey on the same question to understand variance by demographic group, although care should be taken not to compare directly given the different nature of the national and local surveys. According to the GM findings for February 2022, a higher proportion of disabled people had higher levels of anxiety, as did Muslims, carers and respondents with children.

% of people who are active or fairly active

Engagement in physical activity underpins better physical and mental health, supports social and economic inclusion, and contributes to GM's active travel and low carbon ambitions. GM wants to increase the proportion of people who are active or fairly active, with all our residents able to lead an active life regardless of background and circumstance

– the GMS target is ‘to narrow inequality gaps across our communities, and in doing so to contribute to the GM Moving in Action ambition of “active lives for all” by 2031.’

In 2020-21, 69.5% of adults in GM adults (aged 16 and above) were either active or fairly active; this was 2.4 percentage points lower than in 2019-20. In terms of inequality gaps, levels of activity in 2020-21 were lowest amongst GM residents aged over 75 (21.7 percentage points below the active / fairly active average for all adults), disabled people (15.1 points below) and those in a lower socio-economic group (12.9 points below). Conversely, there was greater engagement in physical activity amongst people in a higher socio-economic group (11.2 percentage points above the active / fairly active average for all adults), those aged 16-34 and those identifying as not having a disability (both 4.9 points above).

% of GM residents who are overweight or obese

GM wants all residents to lead healthy lifestyles, and is committed to reducing levels of excess weight and obesity throughout all parts of the city region. In 2019-20, 65.6% of GM adults (aged 18 and above) were overweight or obese, an increase of 1.3 percentage points compared to 2018-19, and 2.8 percentage points above the England average.

There was considerable spatial variation by district, with the proportion of adults who were overweight or obese in 2019/20 ranging from 59.3% in Trafford (down 4.7 percentage points from 2018/19) to 73.0% in Wigan (up 2.5 points). Nearly a quarter (24.0%) of GM reception-age children (4-5 year olds) were overweight or obese in 2019/20, 1.0 percentage points above the national average (23.0%). For Year 6 children (aged 10-11), the proportion was higher still, at more than a third (37.7%), 2.5 percentage points above England as a whole (35.2%).

% of adults (18+) who are current smokers

Smoking is a key driver of premature mortality related to cardiovascular disease, cancer and respiratory disease, and is the single largest behavioural contributor to the socio-economic gap in life expectancy. GM is committed to ‘making smoking history’ for all by 2030. The shorter-term GMS target is to reduce the proportion of GM adults (aged 18 and above) who smoke to 10% by 2024, down from 16% in 2019. Meeting this target will

require the gap to be narrowed for certain groups, with a particular focus on reducing smoking prevalence amongst routine and manual workers.

In 2020, 14.9% of adults in GM were current smokers, 1.1 percentage points lower than in 2019 (16.0%).² This was 2.8 percentage points higher than the England average (12.1%), and the widest gap since 2016. Performance was broadly in line with the trajectory towards the 2024 target, with the 2020 position just 0.1 percentage point above the anticipated target position (14.8%). There has been a noticeable downward trend in the proportion of GM adults (aged 18-64) working in routine and manual occupations who are current smokers, decreasing from 36.3% in 2011 to 24.5% in 2019. However, despite this improvement, the 2019 figure remained 8.5 percentage points above that for all adults aged 18 and above (16.0%).

GM also has a strong focus on reducing smoking in pregnancy. In Quarter 2 2021/22 (July to September 2021), 9.6% of women were known to be smokers at the time of delivery. This was down 0.9 percentage points compared to the same period in the previous year (10.5%, in Quarter 2, 2019/20), but 0.6 percentage points above the England average (9.0%).

No. of emergency hospital admissions due to falls per 100,000 adults aged 65 and over

GM wants to support older people to remain independent for longer. There are few indicators that provide useful intelligence on 'ageing well', but falls is a good proxy for the ability of older people to lead independent lives in their own homes.

GM wants to reduce the number of emergency hospital admissions of residents aged 65 and over caused by falls. In 2020/21, there were 2,338 admissions per 100,000 residents aged 65 and over, 15.6% above the England average (2,023), but down from 2,445 for the previous year. Rates varied considerably across the city region, from 1,893 per 100,000 in Bolton to 3,148 in Wigan. Future reporting against this indicator will draw on Secondary

² : There were notable methodological differences between the 2020 dataset and those for previous years, so comparison between the 2020 and earlier data should be undertaken with caution

Use Services (SUS+) data for GM, which will enable us to understand variance by key demographic groups, and potentially to understand spatial variation at sub-district level.

The above measures, and many others across the set of GMS shared commitments, will contribute to the range of shared outcomes outlined in the Strategy, and our over-arching ambition to ensure 'good lives for all'. Of particular relevance is the shared outcome indicator on **healthy life expectancy** at birth, which sets out the estimated number of years a new-born baby might live in good general health, and varies considerably across Greater Manchester. We want to narrow spatial inequalities where evident, and are also interested in the gap in healthy life expectancy between men and women (no other demographic breakdowns are available).

In Greater Manchester in 2017-2019, healthy life expectancy for women was 61.1 years and 61.8 for men. The relative position and gap between female and male healthy life expectancy has been fluid since 2009, with the recent data reversing the trend between 2013-15 and 2016-18 when female healthy life expectancy was longer than male.

For both sexes, healthy life expectancy varied across the 10 Greater Manchester districts, with a gap of more than 6 years between the lowest and highest performing areas.

3. Programme Activity Update

There are a series of programmes and actions in place which are currently supporting delivery of this commitment, with oversight of the whole commitment sitting with the Integrated Care Partnership once established. In the meantime, the shadow Joint Planning and Delivery Committee will oversee the commitment.

The programmes have been grouped under broad headings given the scope of activity: public service reform; wellbeing (including social prescribing); early intervention and prevention; children and young people (including maternity); physical activity; housing and environment; and COVID recovery

Key activity currently includes:

Public service reform

- **Integrated Care System**

The transition of GM's health and care system from the current health & Care partnership structures to the new Integrated Care Partnership is currently underway. Significant work is being undertaken to determine the shape and form of the new integrated care system, building on the successes of the devolved health & care arrangements already in place across the city-region. The development work for the Integrated Care Strategy - which is the responsibility of the Integrated Care Partnership - is underway, and will be in place by the end of the year. Recruitment to the new infrastructure is continuing at pace, and the development of all statutory functions are being established. This work will continue over coming months to develop an integrated health and care system for the whole of GM, including development of systems and structures which embed equality and capitalise on commissioning opportunities for progressive procurement as part of a social value framework.

- **Population Health**

Proposals for Population Health functional requirements at GM and locality / place-based levels were agreed at the ICS Transition Board in February 2022. Confirmed continued investment in good start and good work activities.

A Build Back Fairer Expert Assessment Group has been established to provide expert interpretation of inequalities intelligence and data as a means of identifying priorities and driving activity. The headline strategic approaches and commitments, are being built into the ICS embedding and systematic approaches

- **Delivering services in place**

The unified public services model is written into the GMS as a key enabler of achieving our commitments and ways of working. The unified model brings together key services and agencies, delivering in places and responsive to community needs. Development of health and care elements of place based working, being built in as part of ICS design. Work is underway to integrate neighbourhood policing, community safety, fire and criminal justice services in neighbourhoods as part of the unified model.

Development of health and care Locality Boards, to determine and drive local priorities for health and care system under ICS development now underway.

Wellbeing (including social prescribing)

- **Social Prescribing**

A Live Well working group has been established with membership from HSCP, GMCA, VCSE. The Live Well programme will build on local prescribing services and create a GM Live Well minimum offer, designed with communities and offering routes into supported activities, information and advice across all 10 districts.

GM H&SCP successfully secured half a million pounds to deliver green social prescribing activities across the city-region. These will connect people with nature-based activities such as food, growing community gardening and tree planting, improving mental health and wellbeing and the natural environment at the same time. So far £250,000 of national funding has been channelled into grass-roots community green destinations, providing communities and individuals suffering from the biggest health disparities the chance to access nature to help improve their health. Additionally, the Greater Manchester Green Spaces Fund will give small grants to communities to clean up and improve pocket parks and local green spaces or create new ones where they are needed. Aims, eligibility, funding and delivery mechanism for the fund to be agreed by the end of March with fund open for applications later in the Spring.

- **#BeeWell**

GMCA is working with the University of Manchester and Anna Freud Centre to deliver #BeeWell in secondary schools across the city region from 2021 to 2024. Producing school-level and neighbourhood insights and mobilising a coalition of partners to bring about place-based and youth-led change in young people's wellbeing. More than 200 Greater Manchester schools have signed up to take part and the first-round of surveys was completed in Autumn 2021 and received almost 40,000 responses from young people (representing approximately 60% of all young people in their age bracket). School-level and neighbourhood insights will be produced on young people's wellbeing in the form of data dashboard by end of March. #BeeWell will also launch a *social prescribing pilot*, funded in part by Children in Need, to train young people in peer-support to become #BeeWell Champions and access a commissioning pot of £20k per neighbourhood.

- **A Social Glue (Creative Health)**

Commissioned by the Great Place project in Greater Manchester Combined Authority and authored by Dr Clive Parkinson, ***A Social Glue*** sets out how culture and creativity contribute to the health and wellbeing of the people of GM and how the time has never been better to champion and expand this agenda. *A Social Glue* looks to GM becoming the world's first Creative Health City Region, where, by 2024, heritage, culture and the arts will play a key part in the health and wellbeing of its diverse residents and workforce. A working group has been established, the second edition of *A Social Glue* edited for publication and partnership established with National Centre for Creative Health to produce national event; and Dr Rebecca Gordon Nesbitt (Kings College) commissioned to support the workplan development.

- **GM Mental Wellbeing Programme**

This programme is aimed at: building the capacity and capability within the GM system to promote good mental health; challenging the stigma associated with poor mental health; and strengthen system leadership. Activity includes:

- Over 4,000 responses to a 'Big Mental Wellbeing Conversation' to better understand residents' needs and opinions and provide a comprehensive evidence base for future policies and initiatives.
- £225,000 in grants to over 140 voluntary, community and grassroots organisations, for activities which were evaluated to have a positive impact on the wellbeing of a diverse range of groups and communities.
- Delivering 'Connect 5' training to around 1,500 participants, including over 200 trained as 'train the trainers'.
- Adapting 'Living Life To The Full' materials into 15 common languages and supplementing online access with in-person sessions.
- Embedding mental wellbeing into key city region-wide initiatives such as the Good Employment Charter and GM Moving, including through the provision of toolkits and best practice.
- Piloting a GM / Centre of Mental Health 'Mental Health for all' equalities initiative in three local authority areas, with broad coalitions of community organisations, people with lived experience, civil society, business, and public services collaborating to produced shared mental health equality action plans.

Early intervention and prevention

- **Supporting vulnerable and marginalised women**

GMHSCP co-investment of £200k to contribute to the GMCA/MOJ contract with the GM Womens Support Alliance to support improved access to health checks and cancer screening for vulnerable and marginalised women.

- **Domestic Violence**

GMHSCP co-investment of £400k to support development of GM Standards for identification, support and referral of victims of domestic violence in health and care settings and development of a workforce development programme that takes a trauma responsive care approach to Gender Based Violence and is co-designed with diverse communities

- **Older people**

A range of partnership responses to support people to age well in GM. The GM Falls Prevention report has been launched and Falls Collaborative established. An Older People's Network campaign on suicide and mental health campaign has been held, and broader activities led by the GM Ageing Hub.

- **Drugs and alcohol**

The GM Drug and Alcohol Transformation Board is co-chaired by the Deputy Mayor and will meet for the second time in March 2022. The Board will oversee the development and reporting of a GM Drug and Alcohol Strategic Outcomes Framework and identify the commitments it wishes to prioritise for implementation in the GM Drug and Alcohol Strategy (2019-2023).

- **Making Smoking History**

Greater Manchester continues to deliver its unprecedented and evidence-based Making Smoking History strategy. Based on the World Health Organisation's 'MPOWER' model, with a 'G' added to represent the growth of a social movement, delivery has been through a partnership of city region, local authority borough and community-based programmes - including those led by our vibrant VCSE sector, the NHS in Greater Manchester and GMCA. The model provides a framework for system-wide transformation at scale to tackle our single largest driver of health disparities between the most and least affluent quintiles.

- **Ending New Cases of HIV**

Continued delivery of GMHSCP-funded HIV programme, and additional £3million NHSE investment from 22/23 to establish Opt Out HIV testing in the emergency departments in Salford and Manchester.

- **Diabetes prevention**

Investment of £340k for diabetes prevention (structured education), low calorie diet and digital weight management pathways alongside additional investment in leadership to support these programmes.

Children and Young People

- **Obesity in Reception aged children**

GM is a pathfinder site for an NHSE national integration pilot (one of 5 nationally) with investment of £300k for 3 years from 2021/22. This proof-of-concept test site in Salford will integrate systems vertically and horizontally to prevent obesity in reception age children. This will increase the quality of care in obesity, integrate physical and mental health services and support an integrated approach to achieving fairer and healthier food systems and integrated approaches to preventing and managing children that are overweight and obese in the early years. GM has been successful in implementing a tier 3 CEW (complications from excess weight) service covering all GM children and young people. Operational from Q4 22/23

- **Childhood asthma**

Implementation of national Asthma Care Bundle, with a targeted approach to areas of higher deprivation levels

- **The Early Years integrated solution**

The app provides parents and carers of children across GM with a digital application to complete assessments that are currently paper-based and ensures that parents and carers have access to both completed assessments and other supporting information

completed by the professional and gives the user much more control over their own data. Early Years integrated solution Roll-Out project will aim to deliver the Early Years Integrated Solution across all 10 GM localities. Early Years Application – Early Education extension Roll-Out project is responsible for the implementation of the Early Education extension to the Early Years Application to be used in early year settings (e.g. nurseries) across GM. The primary purpose of the extension is to allow for the capture of communication needs using established WellComm assessments.

- **Digital Personal Child Health Record**

Digitisation of the child health records (Red Book) using existing GM Digital Platform capabilities and Early Years Integrated Solution.

- **Improved maternity outcomes**

The GM Local Maternity System (LMS) have undertaken an Equity Assessment addressing the inequalities in outcomes in maternity for mothers and babies.

Implementation plan is in development for publication Sept 2022. Implementation of Continuity of Carer teams, focused on populations with higher areas of deprivation and Black and Asian mothers Implementation of Saving Babies Lives Care Bundle to reduce still birth rates.

Physical activity

- **GM Moving**

GM Moving is the comprehensive plan to reduce inactivity and increase participation in physical activity and sport that is aligned to the Greater Manchester Population Health Plan priority themes and wider reform agenda. GM Moving brings together partners in Greater Manchester, including GM Active to work together collaboratively. Activity focused around: Active lives for all; Widening Access and Participation in Sport, Leisure, Walking and Active Travel; Active Places; Integrated system; Culture Change. The programme is reflective of prioritising, resourcing and delivering results.

Housing and environment

A safe, warm and secure home underpins people's ability to build a better quality of life; it improves general health outcomes and enables people to maintain independence. Poor housing is a driver of poor health and of pervasive and growing health inequalities. However, housing also has a huge influence on mental health and wellbeing, affordability has a major impact on the ability to keep homes warm, and how able people are to travel to work and maintain social connections.

The Tripartite Agreement between GMCA, GM Housing Providers and GMHSCP brings together a broad coalition of key organisations working together (with Homes England) to address housing, place, health and inequality issues at GM scale - Priorities for joint working include collective efforts on supported housing, housing and ageing, improving homes, housing and mental health (including dementia) and creating healthy communities.

There is ongoing work to increase supported housing provision to meet need by taking forward relevant elements of GM Ageing Strategy, local supported housing strategies, etc to ensure greater provision of high-quality supported living options for GM residents. The ongoing work with partners to take forward residential elements of agreed RetrofitGM Action Plan, including retrofit accelerator and social housing decarbonisation will help to ensure that housing is warm and free from damp and mould – key elements in living well.

- **Healthy Homes/Home Improvement Agency**

There is ongoing work to develop a baseline healthy homes service available across GM to ensure safe, warm, dry home for vulnerable, largely older households in owner occupation leading to a reduction in health risks for vulnerable households, reduced demand for social care and NHS interventions. This includes work jointly with H&SCP, districts and GMHP to achieve agreed path and funding package to achieve implementation. There is technology in place which could allow joined up risk stratification work across agencies – this could be an area for development, but information governance issues would need to be considered and resolved.

Covid Recovery

- **Healthcare COVID recovery**

The recovery plan will build upon the successful collaborative and structured approach employed during COVID to manage the significant challenges of recovery. The plan will build upon the previously agreed Provider Federation Board (PFB) operating model and

put forward areas of focus - it will cover Urgent Care; Elective Care; specialist and fragile services; Cancer; Mental Health; Clinical support services; Community services; Health inequalities; Finance; Workforce and Digital. In some cases, the areas of focus are not new pieces of work as there are relevant activities already happening. The delivery detail will be part of annual operational plans and high level metrics for the key areas of focus will be developed. The plan will provide a framework for a holistic set of actions, key risks and mitigating actions. It will be a key element of the broader emerging ICS Strategy.

4. Embedding the Ways of Working

Across this agenda there is good evidence of effective and far-reaching partnership working and collaboration which is key in recognising and addressing the interaction and interdependencies between health, inequality, housing, employment, environment, education and skills, and transport.

The work underway to establish the new ICS will further these partnerships and embed strong collaborations in the structures from the outset. The recognition of the need for the development of services and response for health and care needs, and the understanding of the wider determinants of health provides for a solid foundation for the ICS, and the opportunities to further develop from successes seen under the current health & social care partnership model. However, the significant work, time and efforts required to establish such a complex and large infrastructure is putting strain on the system at a time when the overall health and care system is facing a workforce crisis, continuing to respond to the impacts of covid and as financial constraints (especially in the care sector) become even more challenging.

The creation of the ICS for GM does however provide a significant opportunity for the furthering of neighbourhood working and there is evidence of locality led planning and neighbourhood service responses in place. There is good evidence of the effective targeting of services to meet particular needs, although it has not been possible to assess the scale of interventions compared to current or forecast demand (notable particular with mental health services and support).

There is evidence of some effective targeting and support for those who need it, and considerable use of data and evidence, along with digital solutions, e.g. Early Years

Integrated Digital Solution. There is some indication that evidence is being used to target in response to specific inequalities groups e.g. GM Moving with person and community centred approaches. The Build Back Fairer framework and BBF Expert Assessment Group will help to further ensure that interpretation of inequalities intelligence and data is used to identify priorities and drive activity going forward. Indeed, the headline strategic approaches and commitments, are being built into the ICS embedding and systematic approaches.

GM NHS Green Plan and programmes such as GM Moving help to support GM's Environmental Ambitions. Additionally, the retrofit accelerator and social housing decarbonisation support both our green ambitions and have a positive impact on health by ensuring that housing is warm and free from damp and mould.

Work is underway to develop a social value framework supporting the ICS development, with conversations underway to determine the extent to which the agreed GM social value framework can meet specific NHS requirements and go further in supporting the whole of the ICS activity.

The health and care sector faces significant workforce challenges. Staff shortages continue to be challenging at all levels, and the continued pressure of workload due to the pandemic continues to worsen the impact. Workforce issues are being embedded within the ICS development, not just in terms of overall workforce numbers but also seeking to embed greater diversity and equality within the design and delivery of the new integrated system.

There are examples of innovation driving activity e.g. Early Years Integrated Digital Solution but it has been suggested that there are other potential areas for activity that could be further developed e.g. Housing/health - there is technology in place which could allow joined up risk stratification work across agencies, but information governance issues would need to be considered and resolved. It has not been possible to assess how wider Health Innovation activity being driven forward through the Local Industrial Strategy, is impacting locally. Health Innovation Manchester has an active portfolio of innovation projects that are being deployed across Greater Manchester to help improve local people's health and wellbeing. These include using new technology and devices, digital products and tools, optimising medication and modifying practice. Projects span all aspects of health and care including maternity, cardiovascular, cancer, respiratory, mental health and

frailty, as well as cross cutting themes such as patient safety, medicines and precision health.