

TRAFFORD COUNCIL

Report to: Executive
Date: 25 June 2018
Report for: Information
Report of: Executive Member for Equalities and Partnerships

Report Title

GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN & PERFORMANCE DASHBOARD

Summary

This report provides an update on the development of the two year Greater Manchester Strategy Implementation Plan, and provides opportunity for the plan and the actions contained within it to be noted by each of the GM districts, along with a copy of the GMS performance dashboard.

Recommendation(s)

That the report and dashboard be noted

Contact person for access to background papers and further information:

Name: Peter Forrester
Extension: 1815

Background Papers:

None

Background Information

Relationship to Corporate Priorities	The report sets out the GM priorities which are reflected in local priorities.
Relationship to GM Policy or Strategy Framework	The report sets out the GM strategy actions and targets
Financial	None
Legal Implications	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	None

1.0 INTRODUCTION

1.1. The 2017 Greater Manchester Strategy (2017 GMS) sets out a commitment to develop an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In October 2017, the GMCA approved a six month Implementation Plan and agreed that work should be undertaken to develop a two year Implementation Plan.

1.2. As part of the approach to monitoring the impact of the actions being taken to deliver the GMS, the 2017 GMS also set out a commitment to report on progress against a range of high level performance indicators and targets at regular intervals. Work has been undertaken in recent months to develop an easy to understand and interpret performance dashboard.

1.3. The GMCA have asked GM districts to receive an update on the Strategy and this is set out in this report.

2. GREATER MANCHESTER STRATEGY: 2 YEAR IMPLEMENTATION PLAN

2.1. The two year GMS Implementation Plan builds on the six month plan published in October 2016. A review of progress against the actions in the interim plan, and how these need to be developed over the coming two years has formed the basis of the actions in the two year plan. The updated Implementation Plan also takes account of feedback from the Overview and Scrutiny Committees, Leaders, LEP members, VCSE representatives and wider partners, so that it:

- is based around a smaller number of prioritised actions, and does not simply list all the actions which are underway across GM in a particular area;
- is focused on those actions which are “transformational” in that, when delivered, they will significantly move GM towards achieving its ambitions;
- is focused on those actions which require the whole “GM-system” to get behind them to deliver the outcomes they are seeking; and
- sets out clear, measurable, milestones towards the completion of the actions to allow members to determine whether they are on-track to achieve the action within the 2020 timescale.

2.2. A wide engagement exercise has been undertaken to develop the two year Implementation Plan led by GM portfolio lead chief executives and policy leads, including engagement with business and the voluntary, community and social enterprise (VCSE) sector. The Implementation Plan was formally agreed by the GMCA on 27th April.

2.3. The GMS Implementation Plan is provided at Annex 1.

2.4. An Equalities Impact Assessment has been undertaken on the Implementation Plan, with no significant adverse impacts identified against any groups with protected characteristics.

3. GREATER MANCHESTER STRATEGY: SIX MONTHLY PERFORMANCE DASHBOARD

- 3.1. The GM Outcomes Framework sits at the heart of the 2017 GMS and provides a set of headline measures and 2020 targets for each of the 10 priorities. Performance against these measures will indicate whether GM's overall direction of travel is in line with their ambitions. However, the targets are by definition few in number and high level and focusing on them alone would not give a fully rounded view of whether they are progressing towards achieving the key strategic ambitions.
- 3.2. To provide a better understanding of performance in the round, a performance dashboard has been developed for GM. The performance dashboard metrics will help them to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes they are seeking to track.
- 3.3. The selection of indicators has been developed and tested with a range of GM and district research and policy officers. It has also been reviewed by the three GMCA Overview and Scrutiny Committees and revised to take into account their feedback. Generally the Overview and Scrutiny Committees welcomed the approach being adopted.
- 3.4. The dashboard is intended to be flexible, and will inevitably need to be updated as delivery of GM's strategic approach continues to develop. The Performance Dashboard will also be supplemented on an annual basis with the State of Greater Manchester report. The first publication of which is planned for Autumn 2018. This will provide the opportunity to explore the full range of distributional considerations (e.g. by geography and socio-economic group), expand on the 'Context and challenges' narrative, and link to the range of strategic activity in place or planned across GM. Collaborative work is underway with the University of Manchester's Inclusive Growth Analysis Unit to produce the 'State of GM', so that it also reflects best practice in the analysis of inclusive economic growth. As part of the development of the 'State of GM' report, they will also explore development of indicators to measure the success of the implementation of the enabling actions.
- 3.5. Progress updates on the Implementation Plan milestones and the dashboard will be updated every six months and reported to GMCA Overview and Scrutiny Committees, the GMCA, and the GM LEP.

Other Options

None - report is for information

Consultation

None - report is for information

Reasons for Recommendation

Report is for information

Key Decision (as defined in the Constitution): No
If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance (type in initials)...NB.....

Legal Officer Clearance (type in initials)...JLF



[CORPORATE] DIRECTOR'S SIGNATURE

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

ANNEX 1

Greater Manchester Strategy Implementation Plan 2018-2020

Our vision is to make Greater Manchester one of the best places in the world, to grow up, get on and grow old.

- The Greater Manchester Strategy – Our People, Our Place – was co-produced by all 10 councils, the Mayor, the NHS, transport, the police and the fire service, as well as businesses, voluntary, community and social enterprise organisations, and members of the public.
- The Strategy sets out an ambitious vision and is clear that, if we are to make this a reality, we must go further and everyone needs to come together and play their part in delivering it.
- There is a huge amount of activity underway across Greater Manchester (GM) which will support the achievement of the ambitions set out in the Greater Manchester Strategy. The Greater Manchester Strategy Implementation Plan set out in the following pages does not include details of all these actions – these can be found in the supporting strategies and plans listed under each priority. Rather, it captures the transformational actions that collectively need to be delivered by 2020 to put us on a path towards realising our ambitions.
- Developed in consultation with the business community and Voluntary, Community & Social Enterprises (VCSE) sector, this implementation plan is a live document, and will be monitored and updated as we make progress towards achieving the actions contained within it. Progress against our plan will be reported to the Greater Manchester Combined Authority (GMCA), Greater Manchester Local Enterprise Partnership (LEP) and the VCSE every six months.
- The successful delivery of this Implementation Plan will mean that by 2020 Greater Manchester will have:
 - A radically improved antenatal care system, giving children the best possible start in life.
 - A Curriculum for Life and a Young Person’s Career Portal, giving hope to young people for the future.
 - Multiple, flexible choices of Apprenticeship programmes, offering high quality, and vocational training programmes for all our young people.
 - An Employers Charter, helping firms to improve productivity and create more secure and well paid jobs.
 - 15,500 more jobs over the next two years, with many supported by our Productivity and Inclusive Growth Programme.
 - An ever more integrated public transport system, underpinned by a reformed bus network.
 - Ended the need for rough sleeping, and an increased number of social, affordable and supported homes.
 - A single spatial plan that provides for more than 10,000 new homes a year, while protecting valuable green spaces.
 - A more vibrant cultural offer accessible to all residents, supported by our £7m Cultural Programme
 - Tailored response services to meet the needs of victims of crime
 - An integrated health and social care system, with 7 day access to a GP
 - Targeted employment support for those aged over 50
 - Be recognised as a top 5 European Digital City region.
 - Be delivering a new environmental pathway towards carbon neutrality

- This Implementation Plan is supported by a Performance Dashboard, which captures data for key indicators to monitor whether we are on track to realise our ambitions and whether our collective actions are having the impact we need. We will update this every six months and make the data easily accessible to anyone who wants to review it, on the Greater Manchester Combined Authority website.
- An Equalities Impact Assessment has been undertaken on this Implementation Plan and has identified no significant detrimental impacts to any of the groups with protected characteristics. By the nature of the actions proposed, and the overall purpose of the Greater Manchester Strategy and this plan, the effective targeting of services will support improved outcomes for all Greater Manchester residents, including those with protected characteristics. Ongoing monitoring of any equalities impacts of the actions delivered via this plan will be built into the overall performance reporting process.
- The Implementation Plan is structured under the ten Greater Manchester Strategy priorities, reflecting the life course, and should be read alongside the main Strategy document. In developing the transformational actions to be delivered we recognise the interactions and interdependencies between the priorities, and will ensure through our ways of working, breaking down silos via the enabling actions in this plan, we will work in new and innovative ways delivering better outcomes, tackling the issues that matter to our people and our businesses.

Priority 1: Children starting school ready to learn

Greater Manchester Strategy ambitions

GM will provide strong leadership and systems infrastructure to ensure we deliver integrated early years services with people at the centre

All parents will have access to the support they need, at the time they need it, to give their child a healthy start, with good early development

GM will be at the leading edge of providing our children with excellent places to play, develop and learn

There will be high quality early years services across GM and all early years settings will be rated good or outstanding by Ofsted

Existing & developing delivery plans and strategies

Taking charge, 2017-2021

Population health plan

Start Well Early Years Strategy

Early Intervention & Prevention Strategy

Digital Strategy

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Develop a single consistent and high quality workforce development programme and roll out to place-based teams and early years settings	<ul style="list-style-type: none"> Identified the skills, knowledge and competencies needed to deliver future early years services
Develop and roll out a digital Early Years Record across GM	<ul style="list-style-type: none"> Ensured that mobile devices are available for Health Visitors with relevant digital licenses across GM and secured investment for wider digital solution requirements Completed historic paper intelligence digitisation pilot in Oldham, evaluated and developed business case for wider roll out across GM
Deliver a programme of engagement with schools to support them to become leaders in early years	<ul style="list-style-type: none"> Consulted with Head teachers and scoped a leadership role for schools within the GM early years model
Develop and implement integrated support services for families with more complex needs	<ul style="list-style-type: none"> Reviewed best practice to inform the development and design of a new pathway for addressing complex needs
Develop and roll out a consistent high quality antenatal care package across GM	<ul style="list-style-type: none"> Reviewed and identified existing evidence based antenatal parenting classes to inform development of a new antenatal care package
Ensure access to high quality speech, language and communication support to all children who need it	<ul style="list-style-type: none"> Evaluated current approaches and provision to develop future options
Support all early years providers to	<ul style="list-style-type: none"> Designed a new package of

be good or outstanding

support for early years providers

Priority 2: Young people equipped for life

Greater Manchester Strategy ambitions

We will ensure all children in GM have a good primary education and successful transition to secondary school, attending and achieving throughout

We will ensure for those children and families requiring specialist and additional support, that their needs are identified early and appropriate person centred support is provided

All our young people will successfully transition out of secondary school life ready, equipped for work and life-long learning

Existing & developing delivery plans and strategies

Taking charge, 2017-2021	Work & Skills Strategy
Population health plan	Review of Services for Children
Start Well Early Years Strategy	Police & Crime Plan
Digital Strategy	Greater Manchester Moving
Early Intervention & Prevention Strategy	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Put in place a flexible yet consistent approach to the commissioning of Children's and Young People's services embedded across GM; ensuring more young people get the right support at the right time	<ul style="list-style-type: none"> Identified opportunities to improve young people's transitions into early adulthood through GM commissioning processes
Develop and implement GM model for enabling school improvement , including raising attainment of English, maths and digital	<ul style="list-style-type: none"> Developed an outline proposal with schools and DCS' around a model to enable GM School Improvement model Established an English and Maths Group to lead the development of a GM English & Maths Strategy within the GM Colleges Group Began roll out the iDEA digital enterprise award programme to all secondary school students across GM
Develop and embed a Curriculum for Life from primary to post 16; that encompasses universal support and a more targeted offer for those that need it	<ul style="list-style-type: none"> Design and develop the Curriculum for Life with a view to commissioning in early 2019, capturing views of young people, schools and partners
Develop and implement a Young Person's Careers Portal and ensure that all young people have at least one high quality engagement with an employer to give clear line of sight to the employment opportunities that GM offers	<ul style="list-style-type: none"> Consulted and gone out to commission a Young Person's Career Portal, including a UCAS Style Application Process Expanded roll out of BridgeGM Committed to resource sharing with JCP Support 4 Schools team Submitted EoI to DfE for the pilot of GM Careers Leaders in schools

<p>Significantly improve GM's technical education offer, with high quality apprenticeships and T-level qualifications; working with the business and skills sector to ensure people gain the skills, knowledge and experience that employers need</p>	<ul style="list-style-type: none"> • Scoped three initial occupational routes for T-level provision • Developed a programme of engagement with employers to drive Apprenticeship take up • Rolled out three Public Sector Flagship apprenticeship programmes • Developed pilot models for flexible apprenticeships (e.g. part time roles)
<p>Design and deliver a consistent offer for care leavers across GM</p>	<ul style="list-style-type: none"> • Consistent offer scoped by a new Looked After Children / Care Leavers Board • Completed evaluation of Looked After Children analysis tool and prepared the case for wider roll out • Work with DCS' to develop and implement a plan for more efficient and effective management of the LAC placement market
<p>Embed early intervention and preventative services in place based teams across GM</p>	<ul style="list-style-type: none"> • Launched a GM Early Intervention & Prevention strategy • Develop a data-sharing protocol for identifying young people at-risk of NEET and the tracking of NEETs across LA boundaries across GM • Completed the Data Visualisation pilot for complex families, evaluated, and prepared the case for wider roll out
<p>Develop a targeted offer for young people who require the support of multiple services, ensuring that all individuals are supported to achieve their potential, including those at risk of NEET, NEET and those hidden young people</p>	<ul style="list-style-type: none"> • Initiated the development of a Further Education strategy for prevention / early intervention of mental health issues • Worked with JCP on a youth obligation offer across GM • Work with the VCSE sector around the 'hidden young people' research report to identify the need for a targeted offer

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

Greater Manchester Strategy ambitions

All residents (in and out of work) will have the opportunity to progress into all levels of technical and academic skills provision, ensuring our people are life ready, and employers will offer high quality employment with clear progression routes

GM will be the place in the UK leading the way in ensuring we have the most integrated approaches and systems possible to develop good jobs and progression

Existing & developing delivery plans and strategies

Work & Skills Strategy	Population Health Plan
Greater Manchester Industrial Strategy	Ageing Strategy
GM social value policy	Greater Manchester Moving
Digital Strategy	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Ensure quality jobs, quality provision and career progression are embedded as core outcomes of all skills and work contracts	<ul style="list-style-type: none"> Implemented these outcome in procurement and commissioning opportunities, such as Adult Education Budget (AEB) and European Social Fund (ESF) Undertaken early impact evaluation of using a Real Living Wage outcome for Work & Health Programme Completed the Work & Health Early Help information governance arrangements,
Deliver a transformational digital skills programme	<ul style="list-style-type: none"> Commissioned and commenced delivery of the digital talent pipeline programme Rolled out of the Learn My Way open learning platform across GM Investigated a place based digital inclusion model
Work with the business community to increase investment in workforce development and inclusive recruitment , including the roll out of the GM Employer Charter	<ul style="list-style-type: none"> Consulted on the scope of the GM Employer Charter and developed a draft Charter Run a Working Well business event Explored proposals on how GM public services can lead by example
Increase the scale, quality and accessibility of adult skills provision , including apprenticeships	<ul style="list-style-type: none"> Developed and gained sign off for provider agreements for AEB Maximised the use of ESF allocation to provide increased opportunities Progressed to Stage 2 of Institute of Technology process, subject to Stage 1 approval

	<ul style="list-style-type: none"> • Worked with adult skills and apprenticeship providers to build capacity and capability, including older people
Develop and implement a world class jobs and progression service with Jobcentre Plus	<ul style="list-style-type: none"> • Worked with DWP to explore potential of a GM in-work progression test and learn trial • Worked with Jobcentre Plus and partners to develop a joint working proposal
Support people into and to progress in work through the Working Well system	<ul style="list-style-type: none"> • Supported 3,000 people into work through current Working Well programmes • Engaged 2,500 people through the Work and Health programme • Commissioned an Early Help programme to support up to 14,000 struggling to maintain or secure work due to poor health or disability • Explored an all-age GM programme to improve the employment prospects of people with learning disabilities • Developed an approach to embedding sport and physical activity into Working Well through GM Moving
Develop a GM approach to managing welfare reform that delivers job progression and addresses low pay	<ul style="list-style-type: none"> • Developed a standard suite of materials to communicate welfare reform plans • Developed Welfare Reform dashboard and Network to demonstrate scale of impact and support planning • Considered a GM position to take with DWP to optimise the use of Personal Budgeting and Assisted Digital Support funding for Universal Credit (UC) claimants • Assessed impact of in-work allowances for UC claimants, in particular self-employment

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

Greater Manchester Strategy ambitions

Greater Manchester will drive our economic growth through nurturing and developing all of our industries, attracting new businesses and ensuring strong and productive sectors across the city-region

Greater Manchester will be recognised as one of the best places in the UK to start up, develop and grow business, fostering the spirit of entrepreneurship

Greater Manchester will become a top 20 global city by 2035

Greater Manchester will be at the heart of a thriving Northern Powerhouse

Greater Manchester is recognised as top 5 European digital city-region, with strengths around: E Commerce, Cyber Security, Media/Creative, Data Analytics

Greater Manchester will continue to invest in and develop our science and innovation assets to maintain world-class excellence and stay at the forefront of international scientific development

We will have the right employment sites and premises, in the right locations to support economic growth in all parts of Greater Manchester

Greater Manchester's town centres are quality places where people choose to live and work

Existing & developing delivery plans and strategies

Greater Manchester Industrial Strategy	Spatial Framework
Internationalisation Strategy	Northern Powerhouse Strategy
Science and Innovation Audit	2040 Transport Strategy
Social Enterprise Strategy	Digital Strategy
Northern Powerhouse Independent Economic Review	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Provide support to GM businesses to enable them to be adaptable and resilient as the UK exits the EU – tackling issues of access to markets, access to labour and risk mitigation	<ul style="list-style-type: none"> Developed a draft GM Local Industrial Strategy Began development of sector strategies for high growth and high employment sectors including creative industries, advanced manufacturing and health innovation
Deliver an integrated approach to strengthening our international position (visitors, events, students, direct air connections), working via the Northern Powerhouse where it adds value	<ul style="list-style-type: none"> Refreshed the implementation plan for the GM Internationalisation Strategy Develop an international peer to peer city region programme
Grow our Trade with, and Investment from, the rest of the world by working with mid -sized companies to: identify projects early; develop direct access to overseas markets; bring buyers to GM;	<ul style="list-style-type: none"> Developed a GM Trade and Investment Plan informed by, and at the heart of, a Northern Powerhouse Trade and Investment

and put products/services on digital platforms	Plan
Deliver GM Industrial Digitalisation pilot ; and communicate and market a headline digital story	<ul style="list-style-type: none"> • Business case developed for the Industrial digitation pilot • Digital story scope and costs developed
Deliver a Productivity and Inclusive Growth Programme to support all parts of GM to realise growth opportunities	<ul style="list-style-type: none"> • Commission and begin delivery of the Productivity and Inclusive Growth Programme • Investigated potential for a Social Enterprise Summit
Develop a programme of enhanced support to companies to develop their Leadership and Management via business mentoring	<ul style="list-style-type: none"> • Agreed the scope, scale and activities of a GM Business Mentorship programme
Invest in our science and innovation assets and drive commercial opportunities, particularly around health innovation, digital and advanced materials	<ul style="list-style-type: none"> • Explored the need for a GM Innovation Board • Developed business cases for GM science assets to secure Industrial Strategy Challenge Funds • Developed the Innovation North Programme • Established a virtual GM Office of Data Analytics with an agreed focus by linking together critical, related capabilities • Developed a streamlined process for an improved health and research innovation pipeline
Develop a GM approach to public procurement and the use of public sector assets to grow market opportunities	<ul style="list-style-type: none"> • Agreed the principles of the GM open data plan • Mapped current social and economic impact of public procurement and assets and developed plan to increase this
Support growth in the regional centre, town centres, and strategic employment sites	<ul style="list-style-type: none"> • Consulted on the GMSF • Completed the first round of Town Centre Challenge

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

Greater Manchester Strategy ambitions

Greater Manchester will have world-class connections that support long-term, sustainable economic growth and access to opportunity for all

Reducing congestion and improving air quality

Greater Manchester will be a key international gateway to the UK and will be a gateway to the world for UK businesses and communities

Greater Manchester will have world-class digital infrastructure

Existing & developing delivery plans and strategies

2040 Transport Strategy

Northern Transport Strategy

Digital Infrastructure Plan

Spatial Framework

Low Emissions Strategy and Air Quality Action Plan

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Deliver transformed digital infrastructure across GM	<ul style="list-style-type: none"> Commissioned a full fibre network programme for GM Agreed the approach to establishing free town centre WiFi Agreed the digital infrastructure prospectus to enable telecoms providers to invest more easily in the city region Develop a business case for 5G Connected City investment in GM Appointed the Operator for the Cyber Innovation Centre
Establish a new GM Transport Fund , enabling Transport Strategy Delivery Plan informing and aligned with GM Spatial Framework	<ul style="list-style-type: none"> Progressed discussion with Government on future funding Continued to deliver the programme of infrastructure investment and renewal (Trafford Park Line, Interchanges and wider transport capital programme)
Confirm a long term investment plan with TfN and Government to establish GM at heart of future HS2 and Northern Powerhouse Rail (NPR) networks	<ul style="list-style-type: none"> Completed TfN Strategic Outline Business Case for NPR A forward programme agreed and underway for HS2 Growth Strategy Developed and submitted response to HS2 Ltd consultation on HS2 Phase 2B (Midlands – Manchester) expected Autumn 2018
Progress closer integration of the public transport network , primarily through the powers afforded by the bus reform legislation and phased	<ul style="list-style-type: none"> Progressed the assessment of proposed bus franchising scheme as requested by the GMCA, and phased implementation of Smart

implementation of Smart ticketing	ticketing on Metrolink
Have commenced a significant investment and reform programme for cycling and walking , aligned with Made to Move and Streets for All approach, to deliver increases in cycling and walking levels	<ul style="list-style-type: none"> Established the first tranche of funding, the governance and approach to deliver the priorities and objectives within the GM Cycling and a Walking Commissioner's Made to Move Strategy
Improve performance of transport networks , including through Mayor's Transport Board and delivery of Congestion Plan	<ul style="list-style-type: none"> Established the Mayor's Transport Board to oversee and drive continuous service and infrastructure improvement Congestion Plan launched and measures being implemented Progressed delivery of the new Manchester Airport terminal and ground transport plan
Continue to reduce harmful emissions from transport sector	<ul style="list-style-type: none"> Continued the implementation of measures from GM Low Emission Strategy, Air Quality Action Plan and Congestion Plan; progressed GM Clean Air Plan

Priority 6: Safe, decent and affordable housing

Greater Manchester Strategy ambitions

Greater Manchester will become the UK's leading innovator in housing development

All parts of Greater Manchester will be neighbourhoods of choice, with good quality affordable homes in safe and attractive communities, well served by public transport, so that the people that live in them are connected to jobs and opportunity and have access to excellent local amenities, green spaces and a high quality cultural and leisure offer

Be a national leader in ending rough sleeping and reducing homelessness

Existing & developing delivery plans and strategies

Spatial Framework

Greater Manchester Homelessness Strategy

Greater Manchester Housing Strategy and Housing Investment Fund

Transport 2040

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Identify viable sites for housing in sustainable locations focussing on the existing urban area, town centres and public land	<ul style="list-style-type: none"> GM Team established and developing the viable pipeline of housing land GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package Programme of work around One Public Estate developed Consulted on the revised GMSF
Meet the needs of GM residents by developing a full range of homes including social, affordable and supported housing and ensure that appropriate supporting infrastructure is in place	<ul style="list-style-type: none"> Developed a collective strategy with key stakeholders to improve the private rented sector
Agree and implement GM approach to drive up the quality of our private rented sector housing	<ul style="list-style-type: none"> Developed and agreed 3 year GM-wide strategic response to rough sleeping Completed social impact bond referral process Winter arrangements confirmed Housing First procurement concluded
Have a coordinated, consistent, effective GM-wide response to end the need for rough sleeping	<ul style="list-style-type: none"> Effectively implemented the Homelessness Reduction Act across GM and increased the level of homelessness prevention Developed pathways for key
Have a coordinated, consistent, effective GM-wide response to prevent people from becoming homeless	

	<p>groups including young people, to prevent homelessness</p> <ul style="list-style-type: none"> • Embedded the key elements of the GM Homelessness Strategy into practice • Have established information governance arrangements that enable appropriate sharing of information to reduce homelessness across GM
<p>Develop and implement a GM Strategic Infrastructure Strategy/Plan</p>	<ul style="list-style-type: none"> • Scoping work for the GM Infrastructure Strategy/Plan complete • Explore opportunities for use of Apprenticeship Levy to ensure supply of construction skills to deliver housing growth and infrastructure

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

Greater Manchester Strategy ambitions

Greater Manchester will be a national leader in protecting and strengthening the natural environment

Greater Manchester will be a carbon neutral city-region

Ensure that Greater Manchester offers a vibrant, stimulating environment for people to live, work, study and play, supported by a world-class cultural and leisure offer

Existing & developing delivery plans and strategies

Spatial Framework

Cycling & Walking Strategy

Climate change & Low Emissions Implementation Plan

Greater Manchester Visitor Economy

Waste Management Strategy

Air Quality Action Plan

2040 Transport Strategy

Greater Manchester Moving

Sustainable Urban Development Strategy

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Have co-produced a pathway for the next five years setting out actions to achieve an accelerated date for carbon neutrality	<ul style="list-style-type: none"> Published a new Environmental Pathway for GM based on the feedback from the Green Summit. Planned a second green summit for 2019
Accelerate deployment of energy generation/efficiency technologies	<ul style="list-style-type: none"> Explored the creation of a GM Energy Company Developed a GM Smart Energy Plan, as part of a wider GM Energy Path Network Considered an Energy Innovation Zone to pilot the mass uptake of smart energy generation systems Assessed how more future energy demand can be met from smart, local renewable sources via a workstream led by Electricity Northwest
Develop mechanisms to encourage the retrofit of public, commercial and domestic buildings	<ul style="list-style-type: none"> Initiated a workstream, led by the UK Green Buildings Council, to assess how our current building stock can be affordably retrofitted Agreed ERDF funding for programmes to demonstrate smart energy systems and heat innovation in buildings Agreed a date by which all new homes built across GM will need to be net zero carbon via GMSF
Continue to influence consumer behaviour/choice to achieve 60% recycling of household waste by 2025	<ul style="list-style-type: none"> Produced a GMCA Resources Strategy to maximise use of resources and hence the reduction

<p>and 90% diversion from landfill by 2020 and establish a waste to energy (biomass) pathway for residual commercial waste</p>	<p>of waste, in a way that creates local jobs and to ensure it reflects the targets for recycling and landfill diversion.</p> <ul style="list-style-type: none"> • Established a #Plastic Free GM Campaign to eliminate single use plastics • Coordinated a wide range of local action via the launch of Good Food Greater Manchester, a strategic food Board for GM • Seek additional EU funds to encourage a circular economy
<p>Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions</p>	<ul style="list-style-type: none"> • Developed the approach to electric vehicle charging points following the Green Summit
<p>Deliver the Urban Pioneer programme as part of Defra’s 25year Environment Plan to become an exemplar in managing the urban environment</p>	<ul style="list-style-type: none"> • Developed a Natural Capital Investment Plan • Launched ‘My Wild City’ in Manchester via the Wildlife Trust • Began development of a trees and woodland strategy for GM via City of Trees • Explored how we could create a GM Environment Fund to support our aims • Launched a Nature Greater Manchester website to engage communities • Complete the RESIN Climate Change Adaptation project and hold a conference to disseminate results
<p>Increased the value and scale of GM’s visitor economy</p>	<ul style="list-style-type: none"> • Delivery of a quality tourism offer, including the development of new products, to remain competitive and continue delivery of innovative targeted national and international campaigns to increase value of day and staying visitors • Developed and began delivery of an annual marketing plan which sets out delivery actions and performance measures
<p>Implement the GM Cultural Investment programme and Great Places project to substantially increase cultural engagement across GM</p>	<ul style="list-style-type: none"> • Developed a GM Cultural Strategy • Town of culture programme developed • Establish Greater Manchester Culture Partnership

Priority 8: Safer and stronger communities

Greater Manchester Strategy ambitions

Greater Manchester will have strong, inclusive communities where people feel safe

Greater Manchester will be the most resilient city-region in the UK

Reducing risk and harm to the residents of Greater Manchester

Protecting and supporting children and young people and those that are vulnerable

Existing & developing delivery plans and strategies

Police and Crime Plan

Integrated Risk Management Plan

Resilient Greater Manchester

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Develop and implement a GM Resilience Strategy which includes the findings from the Kerslake Review and Cohesion Commission, in partnership with 100 Resilient Cities	<ul style="list-style-type: none"> Drafted Greater Manchester Resilience Strategy ready for public consultation
Develop with partners a clear strategy as to how we will jointly prioritise our local responses to calls from members of the public for services on the basis of threat, harm and risk	<ul style="list-style-type: none"> A collective view of what 'good' looks like from the perspective of the citizen whilst also developing a shared understanding of the rights and responsibilities of organisations, communities and individuals
Have a series of established programmes that raise awareness of risks and informs practice to keep people safe, reduce harm and build strong communities. This will include regular communication with communities about emerging threats and actions they can take to protect themselves.	<ul style="list-style-type: none"> First findings of an assessment of online vulnerability available
Have an effective and consistent approach to reports of violence against women and girls across our partnerships	<ul style="list-style-type: none"> Developed a strategy to reduce violence against women and girls and an outcomes framework to assess progress Provided information governance support to ensure effective information sharing to enable the STRIVE programme
Have tailored responses to all victims of crime that meet their needs	<ul style="list-style-type: none"> Understand the different needs to victims and have mapped gaps in service provision Received formal agreement and funding to develop the Victims

	Data Sharing tool
Develop and implement an approach that will provide support to our most vulnerable citizens by making sure that all those delivering our health and justice services, including the voluntary sector, work together to solve problems and improve lives.	<ul style="list-style-type: none"> • An understanding of the views of service users and providers on the needs of vulnerable citizens
Have a consistent approach to complex safeguarding of children which reflects the findings of the CSE assurance exercise	<ul style="list-style-type: none"> • Finalised the independent CSE assurance exercise and commenced implementation of recommendations
Develop channels of communication to facilitate information sharing and better relationships between neighbourhood teams and communities	<ul style="list-style-type: none"> • Devolved small grants budgets from GMCA to districts building on the VCS Accord to support work underway in the districts to allow communities to deliver change

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

Greater Manchester Strategy ambitions

We will work in partnership to improve the health of all Greater Manchester residents

We will work in partnership to transform care and support that our residents can access

We will work in partnership to enable better care for our residents

We will work in partnership to ensure research, innovation and growth informs the development of our services

We will work in partnership to achieve financial balance and secure the sustainability of our services for now and the future

Existing & developing delivery plans and strategies

Taking charge, 2017-2021

Population health plan

Greater Manchester Moving

Greater Manchester Tobacco Free Strategy

Substance misuse strategy

To achieve our ambitions, by April 2020 we will...	By October 2018, we will have made significant progress towards our 2018/19 priorities ...
Implement population health programme to deliver the GM population health outcomes	<ul style="list-style-type: none"> • Introduce GM standards to reduce the number of women and their partners who smoke in pregnancy • Year 1 Implementation of the Making Smoking History Strategy • Roll out a programme to improve the oral health status of the 0-5 age population in four areas • The roll out of Focused Care • Have commenced Healthy Hearts initiatives across 4 localities • Reviewed clinical treatment for a significant number of COPD patients across GM • Commenced a Hep C elimination programme across GM increasing uptake of available drugs to cure disease
Establish a fully integrated health and social care system to break down historic barriers and improve outcomes for all residents and patients	<ul style="list-style-type: none"> • Accelerate the development of the 10 Local Care Organisations – building on the findings of the recent LCO review • Continue work with all 10 localities to put in place Single Commissioning Functions
Implement a Mental Health programme and Investment Proposition to improve access and	<ul style="list-style-type: none"> • Complete a GM Mentally Healthy Schools Pilot • Liaison Mental Health roll out to

<p>deliver parity of esteem between mental and physical health</p>	<p>ensure access to mental health support 24/7 for all ages</p> <ul style="list-style-type: none"> • Make significant progress to the implementation of core GM standards for children with ADHD
<p>Implement a Health & Social Care Partnership Workforce strategy to ensure our workforce is supporting new models of care</p>	<ul style="list-style-type: none"> • Launch the GM nursing recruitment campaign to target key shortage areas • Develop a GM benefits programme for current and future staff • Commence Care Academy pilot as part of a programme to establish centre(s) of excellence for workforce development
<p>Make significant progress in reconfiguring acute services to ensure we have high quality, consistent clinical standards across hospital care</p>	<ul style="list-style-type: none"> • Developed models of care across a range of clinical specialities. These models of care will inform how hospitals can work together to ensure consistent, high quality care • Agree resourcing for H&SC information governance support at appropriate scale and defined the framework for information sharing • Introduced ERAS+ across a number of sites across GM to enhance pre-operative care for surgery patients, to aid recovery
<p>Ensure delivery of the Primary Care Reform Strategy to improve patient access and put primary care at the centre of place-based delivery models</p>	<ul style="list-style-type: none"> • Provision of 7 day access to general practice in all parts of GM to provide over 1,500 additional hours of GP and/or Practice Nurse time in addition to core hours. • At least 50% of GP practices to signpost patients to wider health and care services including community and voluntary sector. We expect this to be 100% of GP practices by the end of the 2018/19 • At least 40% of practices will have a Pharmacist-led information technology intervention for medication errors audit software package to help GP practices review their patient caseloads and highlight patients who may be at risk of prescribing errors

Deliver **Adult Social Care Transformation** as part of integrated care models across GM

- Equip all localities to support significant improvement in care home quality
- Begin development of minimum standards required for a teaching care home model in GM
- An extended and consistently available support offer for all carers across GM
- Continue to work with Government on a co-investment model for the Care 2020 programme – and begin to implement elements of the programme

Priority 10: An age-friendly Greater Manchester

Greater Manchester Strategy ambitions	GM will be the first age-friendly city-region
	GM will be recognised as a global centre of excellence for ageing
	GM will see increased levels of economic participation in the over 50s, with our older people remaining economically active for longer

Existing & developing delivery plans and strategies	Greater Manchester Age Friendly Strategy	
	Culture Strategy	Local Industrial Strategy
	Spatial Framework	Transport 2040
	Greater Manchester Moving	Population Health Plan

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Put in place a network of Age-friendly neighbourhoods across GM	<ul style="list-style-type: none"> • WHO endorsement of GM as first UK Age Friendly City Region • Published TfGM / GMCA report on ageing & transport • 10 Local Authority Age-friendly plans in place • Rolled out Take a Seat programme to 500 GM stores and shops • Launched £1m Greater Sport programme to increase physical activity amongst older people • Held GM Festival of Ageing (July 2018)
Design and deliver employment support programme for people aged over 50	<ul style="list-style-type: none"> • Engaged with DWP, Jobcentre Plus, CFAB and local agencies to develop a more effective place-based and person-centred service offer for older workers
Deliver a series of GM showcasing events , positioning GM as global leader in Ageing	<ul style="list-style-type: none"> • Hosted European Innovation Partnership / Eurocities event focused on Devolution and ageing and British Society of Gerontology conference • Launched EU-funded research programme on urban ageing • Issue Mayoral “challenge” to GM agencies and communities on making GM more age-friendly

Enablers and ways of working

Greater Manchester Strategy ambitions	Communities in control
	People at the heart of everything we do
	An integrated approach to place-shaping
	Leadership and accountability
	Taking control of our future
Existing & developing delivery plans and strategies	VCSE sector accord
	GM Reform Principles
	Investment Framework
	Spatial Framework
	Devolution agreements

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Put in place new ways of working with the VCSE sector , including new approaches to funding, building on the accord	<ul style="list-style-type: none"> • Tested an outcomes based commissioning approach with the VCSE, using School Readiness as an exemplar • Defined and tested with partners a draft set of co-production and co-design principles • Developed a framework for investing more effectively in VCSE organisations • Supported the delivery of GDPR training for VCSE sector • Explored wider uses of data and intelligence generated by the VCSE sector
Develop a GM approach to public service workforce development and the redesign of future roles , promoting the use of asset based approaches within all frontline practice	<ul style="list-style-type: none"> • Developed a GM workforce framework, which supports the redesign of frontline roles at GM and locality level
Adopt new ways of using data and intelligence , to ensure it drives system reform and performance management, based on what matters to people	<ul style="list-style-type: none"> • Developed and tested a risk stratification model to support activity across the priorities within the GMS • Completed citizen engagement work to better understand resident attitudes to how public services access and use information • Have defined and rolled out a strategic information governance approach which enables public service reform by fast tracking new arrangements across GM • Have increased the use of the Information Sharing Gateway

Implement place-based integration models across GM , including VCSE organisations and SMEs; aligned to the development of Local Care Organisations serving 30-50K neighbourhood populations	<ul style="list-style-type: none"> Developed GM standards for integrated delivery in place
Put in place Public Service Hub functions in every district, based on GM standards	<ul style="list-style-type: none"> Agreed GM standards for the implementation of Public Service Hubs
Develop integrated whole system approaches to budget setting and resource management that consider the impact of decisions at place level	<ul style="list-style-type: none"> Worked with at least one locality area to understand and develop an approach to implementation
Design and adopt a place leadership approach universally across GM , including single district leadership arrangements	<ul style="list-style-type: none"> Implemented through a place-based approach, a third cohort of GM Leaders on Leading GM programme Designed digital content for inclusion in Leading GM
Release public sector owned land and property for regeneration, housing and growth via the One Public Estate Programme	<ul style="list-style-type: none"> Progressed individual milestones as per project plans in GM OPE Partnership Services and Asset Delivery Plan
Deliver Neighbourhood Asset Review Programme, providing integrated place based approaches to review of assets, services and needs	<ul style="list-style-type: none"> Stage 3 of NARs completed on: Bolton; Oldham; Rochdale; Tameside; Salford; Wigan; Stockport (Stepping Hill locality); Trafford NAR Completed: Withington and Burnage; Bury; Stockport
Have adopted a GM Spatial Framework to provide a planning framework for future development and growth across GM	<ul style="list-style-type: none"> Consulted on the revised GMSF draft
Develop new investment models through reform investment fund to deliver reform priorities	<ul style="list-style-type: none"> Developed a set of GM level investable propositions for consideration by GM Reform Investment Fund Panel
Continue to develop and invest GM's core investment funds	<ul style="list-style-type: none"> Committed GM investment funds in line with profile
Develop a Local Industrial Strategy with Government which further progresses GM's immediate devolution asks	<ul style="list-style-type: none"> Consultation draft published Prepare GM bid into Industrial Strategy 'Grand Challenge' Fund on Ageing
Develop a long-term devolutionary settlement – including policy freedoms & flexibilities, financial settlements, fiscal tools and regulation	<ul style="list-style-type: none"> Developed GM position and proposition asks to inform Autumn Statement submission

Glossary

ADHD	Attention deficit hyperactivity disorder
AEB	Adult Education Budget
BridgeGM	Greater Manchester's mechanism to strengthen ties between business, education and careers providers in order to ensure that GM provides young people with a careers programme fit for the 21st Century
CFAB	Centre for Ageing Better
COPD	Chronic Obstructive Pulmonary Disease
CSE	Child Sexual Exploitation
Curriculum for Life	Curriculum aimed at equipping children and young people with the skills and knowledge needed to succeed in the real world (including Personal, Social, Health and Economic education)
Data Visualisation pilot	Pilot placing data in a visual context to help people understand its significance
DCS	Director of Children's Services
DfE	Department for Education
DWP	Department for Work & Pensions
Eoi	Expression of Interest
ERAS +	Patients undergoing surgery at six Greater Manchester hospitals will be prepared for the experience in the best possible way using the Enhanced Recovery After Surgery (ERAS+) programme. The surgical pathway builds on the success of the in-hospital programme but expands it to include six weeks of pre-surgery patient preparation and post-hospital recovery six weeks after, with patients and their family supported through a Surgery School.
ESF	European Social Fund
EU	European Union
GDPR	General Data Protection Regulation
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMS	Greater Manchester Strategy
GMSF	Greater Manchester Spatial Framework
GP	General Practice
H&SC	Health & Social care
H&SCP	Health & Social Care Partnership
Hep C	Hepatitis C
HS2	High Speed 2
JCP	Job Centre Plus
LA	Local Authority
LAC	Looked After Children
LCO	Local Care Organisation
Leading GM	Programme of activities that will support GM public service leaders to deliver GMS.
Learn My Way	Online learning platform built by Good Things Foundation to make getting online easy
LEP	Local Enterprise Partnership
Liaison mental health service	Provide mental health assessment and treatment for people who are inpatients in general hospitals or for those who may go to an A&E department and are in need of a mental health assessment.

NAR	Neighbourhood Asset Review
NEET	Not in Education, Employment or Training
NHS	National Health Service
NPR	Northern Powerhouse Rail
One Public Estate	National programme providing practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners
RESIN	An interdisciplinary, practice-based research project investigating climate resilience in European Cities
SME	Small & Medium-sized Enterprises
STRIVE	A GM wide multi-agency approach to tackle domestic violence
TfN	Transport for the North
T-level	T levels are new technical study programmes that will sit alongside Apprenticeships within a reformed skills training system. T levels will equip students with the technical knowledge and practical skills necessary to enter skilled employment. The first teaching of 3 T levels from 3 routes by a small number of institutions will start from September 2020, with a second wave delivered in September 2021 and all routes being available by 2022.
UC	Universal Credit
VCS	Voluntary, Community Sector
VCSE	Voluntary, Community & Sector Enterprise
WHO	World Health Organisation
Working Well	Service designed to help people overcome challenges they may face in getting a job or progressing in work by providing intensive, personalised support, fully integrated into Greater Manchester's public services. The programme combines help with physical and mental health and advice on drug and alcohol problems, skills, education and housing.