

GM PLANNING HOUSING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

Date: 7 September 2017

Subject: 2016/17 Greater Manchester Strategy Annual Performance Report and revised Greater Manchester Strategy.

Report of: Simon Nokes, Executive Director of Policy and Strategy GMCA

1 PURPOSE OF REPORT

This report provides Members with a draft of the 2016/17 GMS Annual Performance Report and the refreshed Greater Manchester Strategy

2 RECOMMENDATIONS

Members are invited to:

- Provide any final comments on the attached 2016/17 GMS Annual Performance Report
- Note the contents of the refreshed Greater Manchester Strategy
- Agree that a full first draft of the Greater Manchester Strategy Implementation Plan is brought to the next Overview and Scrutiny meeting

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1. Introduction

- 1.1. The 2013 Greater Manchester Strategy (GMS) set out a commitment to develop a high level performance framework to monitor and report progress on the delivery of our strategic ambitions.
- 1.2. The second GMS Performance Report was produced last year, and set out the progress made in achieving the priorities set out in the strategy. The report provided an update on each strategic priority together with an over-arching commentary which identified issues of note including areas where performance had exceeded or fallen behind expectations. It also provided assurance that appropriate actions were being taken to address under performance where applicable.
- 1.3. Joint Scrutiny Pool members welcomed the report and the information and the development of the report to be more outward facing so that it provides key stakeholders with a more accessible overview of delivery and performance. Members in particular requested the inclusion of case studies to demonstrate the impact that the GM Strategy is having. Also requested was the inclusion of district level performance data.
- 1.4. This edition of the GMS annual report reflects the recommendations made by the Joint Scrutiny Pool and will include case studies and info-graphics to better illustrate the impact of delivery against the 2013 GMS priorities. District performance data is also included.
- 1.5. The final design of the report and graphics are currently being developed and a formatted version of the report will be available at the meeting for Members to review.
- 1.6. In particular, priorities relating to Planning, Housing and the Environment are highlighted in sections dedicated to the following thematic areas:
 - Planning and Housing - Revitalising our town centres; creating the spaces and places that will nurture success; stimulating and reshaping our housing market; and crafting a plan for growth and infrastructure **[page 11 below]**
 - Transport - Improving connectivity locally, nationally and internationally **[page 13 below]**
 - Low Carbon - Seizing the growth potential of a low carbon economy and increasing our resource efficiency **[page 21 below]**

2. Refreshed GMS

- 2.1 It was agreed at the June 2016 GMCA meeting to refresh the Greater Manchester Strategy to reassess the issues and opportunities that the strategy needs to address and re-examine the interventions required to drive growth and reform across the conurbation.
- 2.2 A draft strategy was produced in February 2017 which built on GM's priorities around 'Growth and Reform' and 'People and Place' and reflected the feedback received through public consultation.
- 2.3 GM Joint GMCA/AGMA Scrutiny Committee provided input into the development of the initial public consultation at the meeting of 9th December 2016. The Committee also provided comment on the draft Greater Manchester Strategy at the meeting on 10th March 2017.

- 2.4 Following the election of the Mayor, an updated strategy has been developed which was agreed at the GMCA meeting in July 2017, subject to suggested revisions made by the GMCA. Of particular relevance is that the CA agreed to add the following to the vision to make GM's commitment to climate change more explicit: 'A place at the forefront of action on climate change, with clean air and a flourishing natural environment'. This wording will be included in the final published version.
- 2.5 The revised GMS (https://www.greatermanchester-ca.gov.uk/download/meetings/id/2237/9_gm_strategy_refresh) keeps the two themes of people and place running through the strategy as was set out in the February 2017 draft, but it is structured under 10 priorities which align with the GM Outcomes Framework and "living well in GM" work which has been developed in recent months. This allows us to more clearly respond to issues that cut across multiple policy and organisational boundaries.
- 2.6 Under each priority a high level statement of the issues, objectives and areas for action is provided, as well as identifying the relevant GM portfolios, strategies, desired outcomes and indicators of success. Cross cutting issues (for example digital and town centres) appear in various places where relevant to that priority.
- 2.7 The refreshed GMS builds upon the progress set out in the Performance Report, expanding our ambitions in areas where we are meeting our targets and finding new ways to drive progress where we know we need to do more.
- 2.8 Three of the 10 GMS priorities are particularly relevant to the thematic areas of Planning, Housing and Environment and these are summarised in the table below along with their action areas, outcomes and targets.
- 2.9 The strategy, including additional 'public facing' material to communicate the strategy will be prepared for publication and formally launched at a public event in early-Autumn.

Figure 1 – GMS Strategy Planning Housing and Environment Priorities

Priority	Action Areas	Outcomes	Targets
<p>Priority 5: World class connectivity that keeps Greater Manchester moving</p>	<ul style="list-style-type: none"> • An integrated public transport system that is affordable and reliable • Reducing congestion and improving air quality • Connections to the world • World class digital infrastructure 	<ul style="list-style-type: none"> • Improved transport networks and more sustainable GM neighbourhoods • Reduced congestion • Future-proofed digital infrastructure that fully supports commercial activity, social engagement and public service delivery in GM 	<ul style="list-style-type: none"> • By 2020, the proportion of trips used by modes other than the car will have reached 32%, up from 29% in 2015 • By 2020, the proportion of journeys being completed within the typical journey time will have reached 90%, up from 88.5% in March 2017 • In 2016, levels of NO2 exceeded 200mg per m3 92 times, and levels of PM10 exceeded 50mg per m3 42 times. By 2020, we will have achieved a 50% reduction in the number of times exceeded for NO2, and a 20% reduction for PM10 at all sites • By 2020, Manchester will be ranked in the top 20 European cities for its digital infrastructure, compared to 35th in 2016
<p>Priority 6: Safe, decent and affordable housing</p>	<ul style="list-style-type: none"> • Providing the homes we need • Creating neighbourhoods of choice • Tackling homelessness 	<ul style="list-style-type: none"> • High quality housing, with appropriate and affordable options for different groups • No one sleeping rough on Greater Manchester's streets 	<ul style="list-style-type: none"> • By 2020, the number of net additional dwellings built per annum will be 11,300, up from 6,190 in 2015/16 • End rough sleeping by 2020, from an estimated 189 rough sleepers in 2016

<p>Priority 7: A green city region and a high quality culture and leisure offer for all</p>	<ul style="list-style-type: none"> • Strengthening the natural environment • Reducing carbon emissions • Better utilising our resources • A high quality cultural and leisure offer 	<ul style="list-style-type: none"> • Reduced carbon emissions and air pollution, increased resilience, more sustainable consumption and production, and an outstanding natural environment. • Increased local, national and international awareness of, pride in, and engagement with GM's culture, leisure and visitor economy 	<ul style="list-style-type: none"> • GM will reduce emissions to 11mt of CO2 emissions in 2020, down from 13.6mt in 2014 • By 2020, 50% of waste in GM will be recycled and 90% diverted, up from 44.6% and 89.3% respectively in 2016/17 • By 2020, we will have halved the gap with the national average for the proportion of GM residents reporting that they visited the natural environment at least once during the previous seven days • By 2020, participation at cultural events and venues will be growing by at least 5% pa • By 2020, the GM visitor economy will be valued at £8.8bn, up from £7.9bn in 2015
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3. GMS Implementation Plan

- 3.1 In parallel to the development of the GMS document, work is also underway to develop a first draft of the Implementation Plan.
- 3.2 The Implementation Plan will define the deliverables that will be achieved over the coming months and years and – given that GMS is currently a relatively high level strategy – will be crucial in setting out the specific actions we are taking to deliver our objectives. We anticipate that the Implementation Plan will be reviewed and updated on a 6 monthly basis.
- 3.3 The scope of the refreshed GMS covers a wider range of policy areas than is under the remits of the LEP, the GMCA or GM districts and therefore the Implementation Plan will also cover activities of partner organisations and could include specific commitments from districts and partner organisations around implementation.
- 3.4 Going forward, the Implementation Plan will be a central tool in monitoring progress and assessing progress against our ambitions. It is proposed that a first full draft of the Implementation Plan will be brought back to Scrutiny in October.

4. Recommendations

- 4.1. Recommendations appear at the front of this report.

DRAFT GREATER MANCHESTER STRATEGY ANNUAL PERFORMANCE REPORT

JULY 2017

INTRODUCTION

Greater Manchester is one of the UK's most successful cities; we want to become one of the best in the world. The priorities in the 2013 Greater Manchester Strategy (GMS) – Stronger Together – set out a programme of bold, collective action around growth and reform that helped us shape that success.

Jointly owned by the Greater Manchester Combined Authority and the Local Enterprise Partnership, the 2013 GMS set out a vision that, by 2020, the city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region, where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.

The 2013 GMS described how this vision would be realised through a dual approach of Growth and Reform with the objective to reduce the gap between the taxes we raise and the resources we expend on public services:

- **Growth:** we sought to remove the barriers that stifle economic growth, making Greater Manchester a more attractive place for investors. We looked to exploit the region's business and academic expertise and become more outward-looking and international.
- **Reform:** we worked to make public services more efficient, helping people become more self-reliant so there would be less demand for those services. We sought to create new skills and better education, training and employment opportunities to allow local

people to enjoy the benefits of the region's economic growth.

This place based approach was our locally driven response to the UK's longstanding productivity challenge and was underpinned by our commitment to inclusive growth – ensuring that all our residents can contribute to and benefit from the growing economy.

Our ground-breaking devolution deals helped realise our goals by providing more of the tools and levers required to support our place-shaping ambitions to create high quality places and drive growth and reform.

This is the third time we have published our GMS Annual Performance Review presenting the progress we have made in delivering our priorities, celebrating our achievements and identifying those areas where we need to go further to realise our goals.

The Greater Manchester Strategy's performance is measured using a suite of headline indicators together with a series of challenging and ambitious targets. It should be noted that although our work to deliver our priorities should help move indicators in the right direction, it is not claimed that changes in our headline indicators are solely due to the work of the GMCA, the LEP or partners. Such measures are affected by a wide range of external factors, many of which are beyond our control, such as a change in national economic conditions, or a shift in government policy

This performance report simply seeks to summarise what GM has done to deliver our growth and reform ambitions,

to highlight particular successes and to identify areas where further work is required.

This report is structured using the 2013 GMS's four main themes:

- Creating the Conditions for Growth;
- Supporting Business;
- Worklessness and Skills;
- Building Independence and Raising Expectations through Public Sector Reform.

Each section contains a description of the progress we have made in key thematic areas that contribute to the overall goals of the strategy and highlights areas where our performance is on track, has exceeded expectations or where there is more to do.

We have included a series of infographics to better demonstrate how we are performing against our targets and used a selection of case studies to illustrate the impact our work has on the business and residents of the city region.

Lastly, the final section provides information on performance at district level against the headline indicators (where it is valid to break down performance to district level).

CREATING THE CONDITIONS FOR GROWTH

Greater Manchester is a city region of 2.7million people and the fastest growing in the UK outside London. Our location, in the heart of the Northern Powerhouse, provides us with the platform to drive economic growth within the city region, the North and nationally.

Greater Manchester's vision is to establish itself as one of the world's leading regions, driving sustainable growth across a thriving North of England. Over the past year, we worked to be ever more connected, productive, innovative and creative, known for the excellent quality of life enjoyed by residents who were able to contribute to and benefit from the prosperity that economic growth brings. Inclusivity and opportunities for all being at the heart of GM's strategic approach helped drive up productivity and economic growth across the region.

Nine of the Greater Manchester Strategy's priorities were focused on putting in place the conditions which we believe will help us deliver our ambitious growth agenda.

These are:

- (GMS 1) Reshaping our economy to meet new global demands
- (GMS 2) Delivering an investment strategy based on market needs
- (GMS 3) Revitalising our town centres
- (GMS 4) Creating the spaces and places that will nurture success
- (GMS 5) Stimulating and reshaping our housing market

- (GMS 6) Crafting a plan for growth and infrastructure
- (GMS 7) Improving connectivity locally, nationally and internationally
- (GMS 8) Placing our city region at the leading edge of science and technology
- (GMS 9) Building our global brand

Our first priority (GMS 1) set out the need to reshape our economy to meet new global demands and the most recent headline indicators reflect the progress we have made in achieving our targets. GM's Gross Value Added (GVA) grew by 3.9% (£2.2 billion) between 2014 & 2015 which was above our target of matching the South East of England (excluding London) growth rate of 3.2%.

Investment

Our GM Investment Strategy (GMS 2) continued to support regeneration and job creation in the Greater Manchester area through targeted investment that reflects the strengths and opportunities in the local economy.

The GM Investment Fund is focused on our strategic priorities in business, housing and commercial property. Our investment strategy was based on sustainably generating returns that can be recycled and reinvested – as existing loans are repaid they can be reinvested in new projects.

The fund brought together a range development funds with the clear objective to safeguard or create jobs. As at the end of 2016/17, the GM Investment team held over £620m of funds under direct and indirect management.

Projects to the value of £540m have been approved to date across all funds.

Our strategy also provided a platform for working in partnership with the private sector and we have secured around a further £1 billion of private sector funding.

As part of this overarching programme, our Core Investment Fund offered investments at commercial rates to businesses and organisations to fund schemes that boost local employment, improve people's skills and contribute to the region's economic growth. This fund has invested over £100m to more than 80 companies across Greater Manchester who are contracted to create and safeguard over 6,500 jobs.

Our investment strategy also strengthened our drive to see Greater Manchester at the leading edge of science and technology. We established the £30 million Life Sciences Fund in 2016 in partnership with Cheshire East to further develop Alderley Park and support life sciences businesses across the city region.

Commercial property funds have supported the development of 160,725 sq ft of commercial floor space and the redevelopment of nearly 18 hectares of Brownfield land.

The Greater Manchester Housing Fund aims to unlock the delivery of at least 10,000 over the 10 year life of the fund providing the high quality housing offer needed to support GM's economic growth. Just over £300 million of

that fund has been committed so far to support the delivery of almost 4,000 new homes.

We have also recently established an Evergreen 2 Fund and a Low Carbon Fund ensuing investment is retained in the region.

Planning and Housing

The delivery of our investment strategy is complemented by our approach to planning and the need to craft a plan for growth and infrastructure (GMS 6). The 2013 GMS identified stimulating and reshaping the housing market (GMS 5) as one of the elements of an approach to creating the conditions for growth, closely connected to priorities for place-shaping (GMS 4), revitalising town centres (GMS 3) and investment in improving infrastructure. The GMS also highlighted that by planning strategically and recognising the interconnectivity and interdependency of different forms of infrastructure, we could support ongoing sustainable growth.

The draft Greater Manchester Spatial Framework (GMSF) was published for consultation in October 2016 and has been developed to enable us to take an integrated approach to spatial planning across the city region, based on a clear understanding of the role of our places.

The consultation ran until 16 January 2017 and over 80 events were held across Greater Manchester to discuss the proposals with residents, community groups, business community, developers and landowners. Over 25,000 responses were received during the consultation.

The GMSF is planning for an increase in population and the new homes required to meet the full range of housing needs across GM over 20 years.

As the GMSF is developed it will provide more detail on how these objectives will be realised and form the basis of a long term infrastructure plan. In particular, the GMSF is currently being reviewed and going through a rewrite with a focus on affordable homes and minimizing any loss of greenbelt.

We have seen an increase in the number of new homes being built across GM in the past year and it is anticipated that this upward trend will continue. However, our headline indicators show that we remain behind target and we must continue to focus on working with our partners to deliver new homes.

There has therefore been a range of work on delivering new homes, which will be reflected in future years' delivery outcomes. As noted above, GMCA's ten year revolving Housing Investment Fund is making a direct contribution to the acceleration of housing delivery. By the end of 2016-17, GMCA had approved over £300 million of investment in projects which will deliver just under 4,000 new homes, leveraging more than £0.5 billion of investment from other sources.

Repayment of the first loans made by the Fund has already begun, allowing the Fund to reinvest in further schemes, a recycling process which will run two or three times through the life of the Fund. The GMCA approved in December work to create a small loans fund within the

Fund, to encourage and ease the use of the fund by smaller developers, with the aim of supporting a wider mix of projects.

GMCA approved a Memorandum of Understanding with the GM Housing Providers Group in May. The group includes 27 housing associations and ALMOs (arms-length management organisations running Council-owned housing stock) across GM, and manages 258,000 homes (or 1 in 5) in Greater Manchester. The MoU sets out areas where GMCA and the Housing Providers will work together. This covers a wide range of issues, including housing providers' contributions to place-based service integration, employment & skills, health and social care, tackling fuel poverty and reducing carbon emissions and public protection issues, as well as a commitment to work together to drive delivery of additional housing.

Housing Providers collectively, with support from the GMCA and districts, have secured allocations totalling over £125 million to deliver over 4,000 new homes across the city region through HCA's Shared Ownership and Affordable Homes Programme. These were announced in January, for projects to complete by March 2021.

Following the submission of a coordinated GM Expression of Interest in May, Government confirmed in January that Greater Manchester was a partner in bringing forward brownfield housing land through the Starter Homes Land Fund. As a result six sites totalling 1,118 units are being de-risked for development either directly by HCA or by a district funded by HCA.

GM submitted an Expression of Interest for Government's Accelerated Construction programme in February, also intended to help bring brownfield sites forward for new housing, and is working with HCA to identify suitable sites for early action if funding is confirmed.

Transport

The 2013 GMS set out clear priorities in relation to transport to improve connectivity locally, nationally and internationally (GMS 7).

Improving transport connectivity is crucial in helping secure Greater Manchester's wider economic, social and environmental objectives. Over the past 12 months Transport for Greater Manchester (TfGM), working closely with GM's ten district authorities, has made good progress across a number of areas to improve connectivity within, across and beyond the city region. However, there remain significant challenges to overcome, most notably around highway congestion, CO2 and air quality.

The GM Transport Strategy 2040 was formally agreed and published in February 2017. As GM's Local Transport Plan, it set out a comprehensive and long term strategic framework for how transport can best support GM's economic, social and environmental ambitions. It was developed in the light of extensive engagement with districts, operators and a range of key stakeholders, and informed by two rounds of widespread public consultation.

Alongside this we published the GM Low Emission Strategy and Air Quality Plan which set out the measures being undertaken to address emissions from road transport in order to improve air quality and to contribute to a reduction in CO2 emissions through a balanced package of intervention which not only discourage the use of more polluting vehicles to also assist people in shifting to more sustainable modes.

We have also worked with Government to secure the Bus Services Act legislation which will equip GM with a wider set of powers to deliver much needed improvements to bus services as part of GM's wider devolution agenda.

This strategic approach builds on the progress we have made in the construction and operation of new, modern transport infrastructure and the ongoing delivery of a wide array of transport services: ranging from concessionary fares to travel advice; supported bus services to promotion of cycling and walking; TravelSafe Partnership initiatives to reduce crime and anti-social behaviour to the delivery of Travel Choices support to help unemployed people and apprentices with their travel costs.

Our work has seen the proportion of trips to work by non-car modes continue to increase, from 27 to 29% over the past two years, helping reduce the pressure on highways at peak commuting periods.

Six new Greater Manchester cycleways were launched on 1 September 2016. The launch, held at Broughton Cycleway, marked the completion of the first, £20 million

phase of GM's ambitious £42 million Cycle City investment programme.

CASE STUDY: LEIGH GUIDED BUSWAY



Opened in spring 2016, the award-winning 4.5 mile Leigh to Ellenbrook guided busway is the flagship scheme in the £122m Bus Priority Package.

Services on the guided busway – the first in the northwest – link customers through Salford to Manchester city centre on new and existing bus lanes, reducing bus journey times on a route that includes the busy East Lancs Road.

The busway offers smooth, rapid connections thanks to a unique concrete track, with three new park and rides along the route. High-specification, low-emission hybrid buses offer customers free Wi-Fi and USB charging points, plush seating, audio and visual stop announcements and climate control.

Thousands of local horse riders, walkers and cyclists have enjoyed a shared-pathway – which runs alongside the route – in its first year. Around 50,000 people a week are now using the 'Vantage' service – and a recent survey found that a fifth of passengers have switched from their cars – the equivalent of 460,000 fewer cars on the roads over a year

The new cycleways have been designed as an attractive and convenient way to travel by bike, linking communities with town and city centres and areas of employment, education and training. Broughton Cycleway links Broughton with Manchester city centre and has innovative

traffic islands and reflective bollards to separate cyclists and traffic along the 2km route, making it the UK's longest cycleway of its type.

In addition, a further five cycleways were completed:

- Airport City Cycleway: connecting Timperley and Manchester Airport
- Bridgewater Canal Cycleway: canal-side route linking Altrincham, Trafford Park and Manchester city centre
- Mersey Valley and Stockport Cycleway: connecting Stockport town centre with Cheadle and East Didsbury
- Ashton Canal Cycleway: canal-side route from Ashton-under-Lyne to Manchester city centre
- Wilmslow Road Cycleway: connecting Didsbury village and Whitworth Park.

Over 4,000 people participated in cycle training across GM in venues ranging from local parks to workplaces. This included 700 HGV drivers, 890 people undertaking maintenance training and 2,000 participating in a range of skills courses.

We have also been promoting walking including the introduction of Walking Weekends with over 700 people participating in 2016

We also launched Walking Festivals with the most recent taking place in May 2017 which doubled the number of groups taking part compared to the first walking festival. Over 209 walks took place across GM with 2,700 people taking part.

As part of our programme of capital improvement, we completed a number of key transport capital schemes over the past year. Some key examples include:

- Cross City Bus Package - the Oxford Road scheme was brought into full operational use in Spring 2017. It prioritises space for cyclists, pedestrians and public transport users to support the growth of this key employment, education and health corridor. Cyclists have benefited from the introduction of segregated cycle lanes, which help reduce the potential conflict between buses and cyclists and encourage new and less confident cyclists. As a consequence, initial surveys indicate cycling levels have approximately doubled along key sections of Wilmslow Road. Pedestrians also benefit from significantly wider footways, cleaner air as a result of the removal of general traffic from a mile long section of the corridor and enhanced crossing facilities. The infrastructure has also facilitated a number of new, cross city bus services allowing easier access to this key destination from across the city region.
- Bolton Interchange – substantial progress has been made on the delivery of Bolton’s new, state of the art transport interchange, where it has been necessary to overcome a series of challenges. The new Interchange, which is due to be completed in late Summer 2017, will create a transformational key gateway into the town centre and provide much improved transport facilities for passengers. The skylink bridge will provide a seamless link connecting the railway station with the interchange. The whole

project enhances Bolton’s transport links and provides a fitting gateway into the town centre.

- Trafford Park Line – work commenced on the new Metrolink line which will run from the existing Pomona Metrolink stop right through the heart of the Trafford Park business area to the intu Trafford Centre, providing improved access to employment opportunities in Europe’s largest trading estate. It will also offer sustainable links to popular visitor destinations, including the Imperial War Museum North, Old Trafford Football stadium and EventCity.

CASE STUDY: METROLINK SECOND CITY CROSSING

In February 2017 the transformational ‘Second City Crossing’ tram line running through the heart of Manchester city centre opened to customers. The 1.3km stretch of track is the final connection in a £1.5bn expansion programme that has seen Metrolink grow to three times its original size.

The new line is allowing trams to run through the city centre more often, as well as improving service reliability and offering greater operational flexibility across the tram network. The Second City Crossing package of work also included the complete transformation of major city centre tram stops at Deansgate-Castlefield, Victoria and St Peter’s Square.

Thanks to European Regional Development Funding a new stop was also built at Exchange Square. A record-breaking 37 million passenger journeys were made on Metrolink in 2016.

Science

GMS 8 set out a clear ambition to place our city region at the leading edge of science and technology.

As anticipated in the last Annual Performance Report, we undertook a Science and Innovation Audit in 2016 which was published in November. The Audit identified two 'areas' of focus:

- **'Core Strengths'** in Health Innovation and Advanced Materials, where GM has existing, internationally-recognised excellence; and
- **'Fast Growth Opportunities'** focused on the future potential of Digital, Energy, and Industrial Biotechnology, where our assets and capabilities offer real scope for future development.

The Audit was produced in collaboration with key public and private sector partners including leading industry figures and has led to the formation of lasting partnerships. For example, Local Enterprise Partnerships across the North are collaborating more closely on joint actions to understand and drive innovation.

This reflects the findings of the audit which demonstrated that GM is characterised by an exceptional level of partnership and connectivity. There are close strategic and operational collaborations between our universities, the business community, local government and public sector partners, health and social care providers, and charities.

This partnership approach is demonstrated by a series of strategic alliances across the city region and beyond. This includes the €1bn Graphene Flagship, the £20m Connected Health Cities project and the UK's only Internet of Things demonstrator (CityVerve).

We already have strong international partnerships in each of the areas of strengths identified and rapidly growing interest from global companies to have a footprint in GM.

The Audit has given us a rich analysis, endorsed by Government, of how our assets can drive growth locally, nationally and internationally with great potential for future development along with a solid platform for future collaboration and investment.

CASE STUDY: EUROSCIENCE OPEN FORUM (ESOF)



Euroscience Open Forum (ESOF) is the largest science conference in Europe. 3,600 delegates from 80 countries came to the city in 2016 worth an estimated £3.5m to the local economy. The Science in the City Festival

was attended by 40,000 people. 500 journalists attended, four Nobel Laureate's spoke and there was over 2,000 international online and print media pieces of coverage.

Global Brand

GMS9 highlighted GM's priority of building our global brand for the city region and in 2016/17 Marketing Manchester took a lead in promoting Greater Manchester as a destination to visit, invest, meet and study.

The latest data showed the visitor economy was worth £7.9billion to GM in 2015 and supported 93,900 jobs. The city region attracted 118.5m visitors (10.5m staying

visitors and 107.9m day visits). 25% of visitors were international and 75% domestic and GM remained the third most visited destination in the UK after London and Edinburgh.

Our online presence was strengthened with 2.5m visits to the refreshed 'visit', 'invest' and 'meet' websites with over 12m page views and a 40% increase in US traffic along with substantial growth in our social media reach.

Attracting inward investment remained a priority with a focus on our key growth sectors (Manufacturing, Life Sciences, Creative, Digital and Tech and Financial and Professional services). We saw over 60,000 unique visits to the investinmanchester.com website and over 1,000 business engagements to help support 4,800 jobs created/safeguarded with an economic impact of £290.4m.

Manchester improved its ranking in the liveability index (53rd in the world and above London) and Manchester was also cited as being the most competitive city in Europe according to a KPMG report.

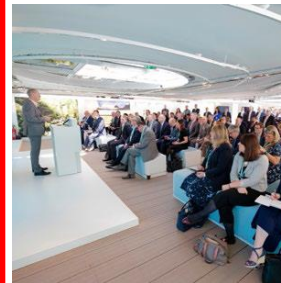
The report also highlighted Manchester as a top 10 global destination for Foreign Direct Investment, the 3rd most influential city in Europe and a top 20 digital city. As of 2015, Manchester is positioned 27th in the Anholt City Rankings (up from 32 in 2013).

We developed a revamped "M" Brand showcasing Manchester to both international and domestic audiences

including destination guides in Mandarin and Arabic for their growing markets.

Greater Manchester saw record airport numbers (23 million passengers per year) helped by international marketing campaigns exploiting the new opportunities of direct routes from Manchester to Beijing, Muscat, San Francisco and Boston.

CASE STUDY: MIPIM



MIPIM, the world's leading property market is a perfect platform to promote Manchester as a leading global business and investment destination. This year Marketing Manchester moved to a larger Pavilion venue to accommodate 115 organisations, 250 delegates and coordinated 23 events and 51 speakers. Over 10,000 people visited the Manchester Pavilion, which, along with 11,000 web views and 20 media interviews, resulted in at least 200 pieces of coverage and 3m twitter impressions.

Manchester's business tourism continued to grow with 14,700 conference delegates coming to the city this year with an economic impact of £810m.

SUPPORTING BUSINESS

Greater Manchester has an economy worth over £50 billion with over 105,000 businesses and 1.4m workers.

We have a number of assets to build on including world-leading industries – from health innovation and digital industries, to engineering and financial services along with the largest cultural and creative cluster outside London

To maintain and grow this business base, it is essential our business support infrastructure continues to be fit for purpose – providing an integrated service to bring trade, investment and growth to Greater Manchester.

The three priorities under this heading (and listed in the box below) were focused on ensuring that GM's business support offer met local needs and priorities; encouraged firms to become more international in their outlook; and exploited the commercial opportunities of a low carbon economy.

- (GMS 10) Supporting business growth with strong, integrated support
- (GMS 11) Improving our international competitiveness
- (GMS 12) Seizing the growth potential of a low carbon economy and increased resource efficiency

During 2016/17, the Manchester Growth Company, the Business Growth Hub and partners delivered a broad portfolio of existing and new services to companies

across Greater Manchester including support, advice, access to finance and new export markets.

Headline indicators provide a mixed picture with the number of business births in 2016/17 seeing a significant increase on the previous year and exceeding our target, whereas later business survival rates continue to lag behind national performance.

The Growth Hub therefore continued to work closely with SMEs and start-ups ensuring they have the right support at the right time to help them succeed. The Hub sought to access ERDF funding for a Greater Manchester wide start up programme which will promote and support new start-ups, regardless of growth potential, across the city region, with an emphasis on target groups and places where enterprise culture is historically low, and will provide post-start support to increase survival rates.

Our headline indicators also suggest that, whilst the Greater Manchester median salary has improved since the previous year, it continues to lag behind the national average. We have introduced specific Sector Support programmes which focused on helping SMEs within GM's priority, high value sectors to grow and create higher value jobs. This programme focuses on the key growth sectors of digital, creative, technology; life sciences; manufacturing; low carbon and environmental goods and is anticipated to create new jobs in future years which are at salary levels above the current GM average.

More broadly, we helped business get the skills they need through schemes such as the newly developed Workforce

Development Programme, together with the existing Executive Development Programme. We have also worked with colleges to raise awareness and promote take up of apprenticeships amongst GM's businesses

In manufacturing we have established a small grants programmes for businesses seeking to reduce their carbon footprint by becoming more energy efficient as well as continued our dedicated Textiles Programme to support business growth.

We have also responded to the dynamic and fast changing economic environment including launching a programme of action to gauge the effects of the EU referendum on business confidence and intentions with specific, tailored advice and support where requested.

Similarly, we developed "Better Business for All" – Greater Manchester's approach to raise awareness of regulations affecting businesses and to provide specific support to help businesses ensure compliance.

GM now also chairs the Network of Northern Business Growth Hubs helping to drive growth across the Northern Powerhouse.

Overall, the Business Growth Hub, together with Greater Manchester partners, delivered a programme of work which resulted in over 3,500 businesses supported in 2016/17 along with £14m of grant or loan invested into existing businesses; £3.3m of loan finance provided to support business start-ups and over 70 inward investment

CASE STUDY: JA HARRISON MAINTAINS A TRADITION OF MAKING EXCELLENCE A HABIT

Founded in 1900, JA Harrison is one of the UK's leading and longest-standing gasket and seal manufacturers, producing a range of products used across sectors including automobile, food and drink and pharmaceutical.



For several years the family-run business had been looking to move from its premises in Cheetham Hill which were dated and not able to meet the

requirements of their expansion plans.

The firm worked with the Growth Hub to successfully apply for an Export Grant towards the costs of refurbishing the premises to support their ambitions to expand into new markets such as the aerospace sector

The partnership also developed an apprenticeship academy at the new site to help ensure they attract a constant pipeline of new, talented young people to the business – which started with the recruitment of a further five new apprentices in April 2017.

"Apprenticeship programmes are a huge passion of mine due to the energy they bring – they inject life into a business," says Steven, JA Harrison General Manager. "What I like about apprentices is that they tend to have no off button; they say things that spark fresh ideas. If each of our five new apprentices says something that sparks just one idea, this business will be five steps further forward.

projects secured. We have also seen over 5,000 new jobs created and over 300 new business start-ups.

International Competitiveness

An essential strand of our programme of business support is the drive to improve our international competitiveness (GMS11) alongside the work to develop our global brand (please see above).

MIDAS is Greater Manchester's inward investment agency, with a strategic aim to secure significant levels of new investment and employment for the city region. This is achieved through the global business marketing of Manchester, targeting key markets and sectors, and the provision of an extensive, free and confidential package of advice and assistance for location consultants and potential investors.

MIDAS achieved over 70 successful projects in 2016/17 including investment from firms such as Vodafone(UK), Swinton Insurance (France), Lidl (Germany), Datwyler (NL) and Sanabil Digital (Israel). The total investment attracted will create or safeguard almost 5,000 jobs.


The latest data shows that the US remains the largest single foreign country for investment into GM, while on a regional basis Europe dominates with 15 projects from the EU.

MIDAS continues to target these high value investment opportunities along with high growth markets in India and China.

The India investment pipeline has increased significantly over the past 12 months to 40 projects and almost 1,000 jobs. Indian investment into GM continues to grow such as the opening of a UK innovation centre by HERO Group focused on development of high-end bikes.

The Manchester China Forum refreshed its strategy to focus on key investment opportunities, these include Nuclear, Rail/Transport, Education and property/infrastructure. This approach is bearing fruit with, for instance, the Far East Consortia International Limited (FECIL) announcing a £200 million investment in Angel Meadows as part of the NOMA development in Manchester along with a significant investment in the £1billion Northern Gateway regeneration project.

CASE STUDY: Deloitte India Fast 50



MIDAS was a lead sponsor of this annual award programme targeted at India's fastest growth technology businesses. MIDAS offered a 'Manchester Prize' to two winners worth £25,000 each, containing a mixture of start-up support ranging from office space to professional services support. The two Manchester winners: 42 Gears and Edge Networks are in the process of setting-up Manchester operations.

Low Carbon

The 2013 GMS recognises the need to seize the growth potential of a low carbon economy and increase our resource efficiency and Greater Manchester is working in innovative new ways to translate this into reality.

The Business Growth Hub secured £3.5 million for carbon reduction and eco-innovation business support. The project will provide 540 businesses with intensive one-to-one support and achieve 6,000 tonnes of annual CO2e savings by December 2018.

The Green Growth project supported 50 businesses in 2016 with 12 jobs created, and over 2,000 tonnes CO2e and nearly £1 million annual cost savings in the pipeline.

In addition, £1.3 million was secured to develop and grow the Low Carbon and Environmental Goods sector to December 2018. The project will provide 200 businesses with intensive one-to-one support and create 50 jobs over its lifetime, running in parallel with the carbon reduction and eco-innovation services. 60 businesses were assisted in 2016, creating 7 jobs and £500,000 in new sales

Alongside the Business Growth Hub, Greater Manchester's Environment Team takes a lead on this agenda and has delivered an ambitious programme of activity and our headline indicators show that GM is on track to achieve its 48% reduction in carbon emissions by 2020.

Our work this year included publishing the GM Climate Change and Low Emissions Implementation Plan (2016-20) which extended beyond our carbon reduction target to preparing the city region to adapt to unavoidable climate change, promoting carbon literacy and transitioning Greater Manchester into a low carbon and low emissions economy with clean air and sustainable lifestyles.

CASE STUDY: GREEN DEAL FOR COMMUNITIES

In September 2016 GMCA's highly successful Green Deal Communities Programme was awarded the 'Large Scale Project of the Year Award' at the National Energy Efficiency & Retrofit Awards.

Launched in 2014, the scheme was tasked by the Government's Department for Business, Energy & Industrial Strategy (BEIS) to deliver the largest national domestic energy efficiency retrofit scheme in the private sector through providing external wall insulation.

The scheme helped around 1,300 Greater Manchester home owners and private tenants, predominantly low income households.

Greater Manchester's Green Deal Communities was the first scheme to complete and deliver all installations within the Government's deadline.

We have been promoting energy efficiency through schemes such as GM's award winning Green Deal for Communities programme (see box).

We have also focused on energy generation, identifying an investment pipeline of £200m in heat networks and energy generation projects which will in turn leverage further private and public investment. Greater Manchester is one of three local authorities nationally selected to be part of the Energy Systems Catapult's Smart Systems and Heat programme which will see a significant scale demonstrator delivered by 2020.

As part of our approach to maintaining and improving the natural environment we launched the £14m Natural

Course EU LIFE Integrated Project to improve water quality and management in GM over a 10 year period. Similarly, we completed protection work to the Salford Flood Defence basin helping to safeguard 1,400 homes and 500 businesses in Lower Broughton and Lower Kersal. GM was selected as the Urban Pioneer to pilot DEFRA's forthcoming 25-Year Environment Plan. City of Trees continues to enhance the Natural Capital of GM. During 2016-17 over 55,000 trees were planted across the city-region.

WORKLESSNESS AND SKILLS

To deliver the 2013 GMS vision, young people must leave the education system with the knowledge, skills, and attributes needed to succeed in the labour market.

Working age adults who are out of work or who have low levels of skills must have access to the skills and wider support needed to enter and sustain employment, and there must be an offer for all adults to up-skill and progress their careers.

The Greater Manchester Strategy set out three cross-cutting priorities which frame Greater Manchester's approach to realising our ambitions:

(GMS13)	Delivering an employer-led skills programme
(GMS14)	Preventing and reducing youth unemployment
(GMS15)	Delivering an integrated approach to employment and skills

Greater Manchester's Work and Skills strategy has been developed to create the integrated skills and employment system needed to achieve our aims. The strategy brought together employers, skills providers, local authorities and others to build a work and skills system which is responsive to the needs of local employers and which gives our residents the skills they need for work and for life. Building on that vision and on local and national priorities, a work and skills strategy has been developed for Greater Manchester for the next three years which will drive forward our inclusive growth and reform agenda.

This will follow on from the improvement we have seen in our headline indicators where we have outperformed on our targets for both NVQ4+ qualifications and NVQ2+ performance although a gap remained between GM and national performance at NVQ2+ level..

Similarly, we are moving closer to where we need to be on out of work benefit claimants and the number of full-time equivalent jobs but are slightly behind the target at this stage.

During the past year we have been working more closely with employers to understand more about the skills they need for their business and the role they can play in developing their own workforce.

In particular, we agreed a plan to drive forward the growth of GM's digital, creative and tech industries. This included a £2million Greater Manchester Digital Talent and Skills Programme that will run over the next three years and aims to realise GM's digital ambition through a holistic approach that addresses challenges relating to talent, skills, apprenticeships and inclusion.

Apprenticeships remained a key pathway into work and skills improvement for our residents and we developed a Apprenticeship Strategy supported by the Greater Manchester Apprenticeship Hub which, since 2013 has commissioned more than £6 million worth of activity aimed at increasing and widening apprenticeship participation.

With our public sector partners we are implementing a distinctive GM approach to apprenticeships across GM's local authorities, health trusts and blue light services, reflecting GM's public sector's collective opportunity to demonstrate leadership as an exemplar of apprentice employment. Our approach will create a mobile, flexible apprentice workforce across the public sector, with clear progression and development opportunities.

We have used the tools provided as part of our devolution agreements to support employers in offering apprenticeships. The GM Apprenticeship Grant for Employers has seen over 5,000 grants for employers agreed to the end of January 2017 and additional funding has been received to support GM AGE for starts through to July 2017.

We also worked directly with young people and skills providers to ensure they get the best start in their careers. A key focus was improving the quality and consistency of the Careers Information, Advice and Guidance (CEIAG) offer with a GM wide CEIAG conference held in July 2016. The event was attended by over 140 GM schools and saw the launch of the GM Careers and Enterprise Company Enterprise Adviser Network.

This model involved building a network of Enterprise Advisers (volunteers from business) and connecting each adviser with a school's senior management and careers leaders to devise an employer engagement strategy which enables the school's young people to have more encounters with employers. The GM model has gone beyond simple brokerage, offering a strategic umbrella for

the wider employer engagement work to achieve greater coordination and strategic direction within the GM context. With local tailoring of the national model, we matched 24 business leaders with GM schools under the coordination of an Enterprise Coordinator.

Each relationship between school and employer is unique and will be sustained for a minimum of 12 months, with innovative approaches emerging to improving the number and quality of encounters that young people have with an employer. For example, one Enterprise Adviser has expanded their work with their matched school across the school's full multi-academy trust to develop a strategy that ensures a high quality and fair offer for all students attending schools within the trust.

Another Enterprise Adviser, a former student at their matched school, reached out to fellow alumni and the school now has a board of alumni employers leading on careers in the school. This pilot activity in 2016/17 has also provided an evidence base to support the expansion of the programme in 2017/18 and beyond, with the ambition to have the Enterprise Adviser model operating in all schools by 2020.

Similarly, the GM NuTraxx programme provided participants aged 18-24 with one-to-one tailored support from a personal mentor. By December 2016 approximately over 2,500 young people had entered the programme, with half having already secured employment and no longer claiming benefits. In addition, 677 young people sustained employment for at least 26

weeks. This is set to rise to over 1,000 by the end of the programme.

The GM Talent Match Programme supported individuals aged 18-24 who have not been in employment, education or training for at least twelve months in their pathway to work. As of March 2017 the programme had engaged with 1,285 young people, of which 234 have entered employment.

CASE STUDY: GM TALENT MATCH

Little more than 18 months ago, Tom Hibbs from Stockport was homeless and feeling at rock-bottom. Now he has a roof over his head, a job he loves and is the proud owner of Cycling UK's Volunteer of the Year and Young Achiever of the Year awards.



With support from a number of different organisations working together to achieve what was best for him, Tom moved into a shared tenancy and received training in not only his chosen field of bike mechanics but life skills too. He also started an Apprenticeship at CERAcycloan - a social enterprise in Stockport and last month he became an award-winner.

We have also been carrying out research to better understand the barriers faced by residents trying to access skills and employment and to develop solutions to these issues. The Greater Manchester Skills for Employment Pilot Programme explored improved integration of employment and skills services with local

residents and engaged over 3500 customers over 12 months. Of these, 270 have achieved an accredited qualification, 350 learners have started a work experience placement and over 300 have entered employment.

For older people, we have been working with Centre for Ageing Better to commission research into tackling worklessness for over 50s through the Greater Manchester Ageing Hub with the aim of trialling new approaches to supporting older people into the labour market. Alongside this, the first Ageing Hub Economy & Work workshop took place in October 2016 and a number of key opportunities were identified (employer engagement, apprenticeship levy, public sector leadership) which have now been included in a broader strategy and action plan.

The Working Well Pilot programme was established in March 2014 for the long term unemployed with health conditions to tackle a range of barriers to employment through intensive and personalised support. The programme's success was recognised by Government when its original scope was expanded as part of our devolution agreement. A total of 12,500 people had been engaged in the programme by the end of March 2017 with around 1,000 people securing a job. Beyond employment, Working Well has helped participants address a wide range of issues, including health, housing, skills, debt and transport.

As part of this additional support, we established IAPT Talking Therapies Service (TTS) - a bespoke mental health support package exclusive to Working Well clients.

CASE STUDY: WORK AND HEALTH PROGRAMME

Greater Manchester is to gain a raft of new devolved powers to help thousands more people get into work.



The city-region will receive around £28m to develop, procure and deliver localised

versions of the new Work and Health Programme to fit the needs of residents. This will build on the Greater Manchester's successful Working Well programme.

Working Well was developed to help tackle an historic legacy of unemployment and underemployment in Greater Manchester. The programme initially targeted people who had left the work programme without finding employment and ensured they received integrated and intensive support. It has proved to be around twice as effective at supporting people back in to work when compared to National schemes.

With these new devolved powers, participants – including disabled, homeless people and the long-term unemployed – will receive more intense, tailored support based on local expertise that will give them the best chance to move into long-term employment.

By December TTS had received 1220 referrals, many of whom have long-term, low to medium level mental health needs and have no previous interaction with mental health services.

BUILDING INDEPENDENCE AND RAISING EXPECTATIONS THROUGH PUBLIC SERVICE REFORM

At the heart of the 2013 GMS was an ambition to move Greater Manchester from being a cost centre to a net contributor to the national economy – providing the economy with a greater level of tax than is spent in delivering public services

To achieve this aim economic growth and the creation of additional jobs must go hand in hand with improved outcomes for our residents through more effective public services, enabling them to contribute to and benefit from that growth and reducing demand for expensive, reactive services.

Through a series of Devolution Agreements, we have secured a range of devolved powers and responsibilities that will help us deliver this agenda by taking a truly integrated approach to driving economic growth and the reform of public services.

We used these tools to develop new ways to support people with difficult and complex lives: identifying problems early, helping them tackle those problems, and learning from their experiences to support others.

Our new solutions are timely and coordinated and aim to cover all a household's problems rather than treating them in isolation. They are based on what's proven to work.

By tackling crime and antisocial behaviour, helping troubled families, supporting older people, giving children the best start, and making services easier to access, we will give Greater Manchester people higher aspirations and a better chance of a brighter future.

In particular, our ground-breaking health and social care devolution agreement meant GM took control of the region's £6 billion health and social care budget ensuring that the services we provide locally are based on local knowledge about local needs.

This is reflected in the two GMS priorities related to reform:

- (GMS16) Encouraging self-reliance and reducing demand through public service reform
 - Working with troubled families
 - Improving early years
 - Transforming the justice system
- (GMS17) Reforming health and social care

Troubled Families

Our ambition for a more prosperous, self-reliant Greater Manchester means identifying and preventing problems that put a strain on public services and have a negative effect on communities.

Our Troubled Families programme worked to improve families' opportunities and helped them become more independent. We tapped into the national Troubled

Families Programme and got investment from local public sector organisations, to fund support for families with problems like crime or antisocial behaviour, poor school attendance, unemployment, domestic abuse or poor health.

Greater Manchester was set the ambition of engaging a total of 27,200 families out of 400,000 families nationally by 2020/21. By the end of 2016/17, almost 17,000 Greater Manchester families had been engaged in the programme, with a total of 5,400 cases being successfully closed having achieved significant and sustained progress based on the criteria for the national programme (the remainder being either currently open or closed for other reasons).

Detailed impact information is not yet available for the entire Greater Manchester programme. This information will be largely provided through the Troubled Families National Impact Study with the first set of performance information due in Autumn 2017. However, our most recent evaluation of over 4,000 families that took part in the programme from Manchester gave us a good indication of the impact the programme is having on families across Greater Manchester and the difference this is making to our communities.

For instance, a total of 27% of Manchester families presented with an offending history, having committed one or more crimes during the 12 month period prior to engaging with the programme. Of these, over one-half (59%) did not commit any offences during the 12-month

post-intervention period (of which, 85% remained offence-free for a further six months).

If we apply the Manchester figures to the entire GM cohort of successfully closed cases, this would suggest 1,460 GM families had a recent offending history and, of these, 860 would be expected to remain offence-free for at least a year post-intervention.

Similarly, recent data suggests 73% of Greater Manchester's Troubled Families are affected by worklessness.

Using the Manchester families engaged in the programme as a proxy for GM, 61% had one or more family members claiming an out of work benefit when they started the intervention. Of these, 16% no longer had any out of work benefit claims when measured at the 12-month post-intervention point (of which, 80% still recorded no claims after a further six months).

If we assume a similar impact across the whole of the city region, then this would suggest 527 of 3,300 claimant families to be no longer claiming 12-months after the intervention (with 421 continuing claim-free after a further six months).

Early Years

We recognise that a whole system approach to investment and delivery of early years support will be needed if we are to deliver our long term ambitions into reality.

In particular we know that, although our early years outcomes have improved in recent years, this improvement has largely been in line with national trends and is not currently enough to meet the national average by 2020

CASE STUDY: INCREDIBLE YEARS

(Extract from Bolton NHS Foundation Trust 0-5 Child Health Services Report)



I am a mum of 2 children now aged 4 years and 1 year and I have struggled to manage my daughter's behaviour since being a baby. I have had lots of support from my health visiting team, but things never changed. Eventually I was

referred on to a parenting support group that was running across town from where I live.

The Incredible Years group should be available to all families, it has helped me support my child with her emotional and social development. This group has given my confidence, lifted my self-esteem and changed my outlook as a parent.

Once the group finished I felt scared and it was hard to think, can I do this on my own? But the Incredible Years leaders have been in regular contact and offered the old group some drop in sessions, which I have utilised on both occasions.

My only wish is that this course was available sooner, but it has helped me to manage my younger child differently, I can now say that I am a happy mum who still has days that are hard but I feel strong and proud. This is the biggest change for me.

For instance, our headline indicators show that in 2016, 65.7% of GM children achieved a good level of

development at the Early Years Foundation Stage compared to 69.3% for England. Whilst this demonstrates that GM performance is improving and the gap with national performance is closing, the improvement remains behind the target set in the GMS.

In 2012 Greater Manchester therefore developed the GM Early Years Delivery Model (EYDM) - an integrated approach to early years services which aims to deliver a sustained improvement in outcomes across the city region.

This builds on the progress we have seen in district schemes such as the Incredible Years programme (see case study).

The EYDM set out a suite of evidence based assessment tools and targeted interventions.

Following an analysis of the EYDM across GM in 2016/17, we developed a number of new proposals to strengthen this holistic, joined up approach.

- **Early Years Digitisation:** A bold investment in digital and information sharing technology is needed to transform our Early Years programme from a fragmented collection of services to a more coordinated ecosystem that supports leaders to make informed decisions, workers to provide improved services, and families to engage with us for better outcomes. The testing of a digitisation prototype will be undertaken on Salford during 2017.

- **Greater Manchester Perinatal and Infant Mental Health Pathway:** A proposal for a whole system approach to parent and infant mental health across Greater Manchester.
- **Oral Health for under 5s:** Due to be launched in 2017, this project will establish a consistent, evidence based oral health improvement and prevention programme across GM. This aims to reduce the prevalence and severity of dental decay in children by the age of 5 along with the numbers of children requiring extractions of decayed teeth with general anaesthetic

Ageing Hub

The UK will see significant demographic changes over the next few years with estimates suggesting that half of the UK adult population will be over 50 by the early 2030s with the over-80s group expanding to 6 million by 2037.

Greater Manchester is no exception with the number of over 65s expected to increase by 44% by 2028, and the over 85s by 81% during the same period.

The Greater Manchester Ageing Hub was established to address the challenges and opportunities arising from these changes. The hub brings together partners from across the city to ensure Greater Manchester's residents are able to live, work and retire in the city-region, while living as fulfilling lives as possible..

The Hub's priorities are:

- **GM will become the first age-friendly city region in the UK** – ensuring older people needs are reflected in

policy areas such as urban design, neighbourhood management, business support, transport, housing, and health.

- **GM will be a global centre of excellence for ageing** - pioneering new research, technology and solutions across the whole range of ageing issues.
- **GM will increase economic participation amongst the over 50s** - tackling inequalities, considering the role of older consumers and extending healthy working years.

Over the past year, the Ageing Hub has launched a number of exciting programmes to deliver of these priorities.

For instance, in March 2016, Greater Manchester became the first area and city region in the UK to sign a Memorandum of Understanding with the Centre for Ageing Better. The Centre for Ageing Better (Ageing Better) has an endowment of £50million from the Big Lottery Fund to invest in bridging the gap between research, evidence and practice on what works for a better later life.

Ageing Better was formally launched in December 2015. Greater Manchester is uniquely placed to progress the strategic partnership with Ageing Better to develop an evidence based, place-based approach to ageing across GM over the next five years. This includes piloting innovative approaches in GM, generating new evidence that can be spread nationally, and adopting and implementing evidence of 'what works'

The Hub has also supported the £10million lottery-funded Ambition for Ageing programme aims to reduce social isolation of older people and promote age-friendly neighbourhoods in 24 wards across GM.

CASE STUDY: GM AGEING HUB CONFERENCE

Greater Manchester staged a landmark conference on ageing in February 2017 bringing together a wide range of influential Greater Manchester leaders, world-leading academics and community sector innovators to discuss prospects for creating an age-friendly city-region.



The Greater Manchester Ageing Conference 2017 is the first time an ageing conference has been held on a city-region level within Greater Manchester. The Conference attracted over 350 people and showcased Greater Manchester as an international centre of excellence on ageing and promote best practice in ageing research, policy and practice.

The conference launched three new GM ageing reports:

- Foresight Report – to fully understand the implications, and also opportunities of an ageing population in the future.
- GM Age-Friendly Policy Report – Professor Chris Phillipson, from the University of Manchester authored a review and recommendations for GM age friendly policy
- Culture Report – Esme Ward, Head of Learning and Engagement at the Whitworth reported on Culture and Ageing

Overall, it is expected that this work will result in over 2,000 new, funded projects designed to generate new connections and social activities, making it easier for older people to feel more confident and involved in their communities.

The Hub also set up an over- 50s worklessness project in conjunction with the Centre for Ageing Better helping to get older people back to work

GM as awarded three stars by the European Innovation Partnership for Active and Healthy Ageing and are now a member of the group.

The Ageing Hub began working with all 10 Local Authorities in GM to create Age Friendly Locality Plans. The plans will be led by local authorities in conjunction with other local stakeholders and supported by the GM Ageing Hub

Transforming Justice

Since the establishment in 2013 of the cross-sector Justice and Rehabilitation Executive Board, significant initiatives have been delivered to target crime and offending and support victims of crime. This multi-partner approach has enabled a greater focus to be made on the causes of crime and to take a more holistic view of the needs of victims and offenders.

The 2016/17 programme included a number of key projects which achieved real impact and positive outcomes.

The Intensive Community Orders programme was an alternative to custody for male offenders aged 18-25 for offences that would have resulted in sentences of less than 12 months. This combination of punishment and support has kept around 400 men per year out of prison, increased the likelihood that they will get a job and significantly reduced their likelihood of reoffending.

The “Whole Systems Approach to Women Offenders” project funded voluntary and community sector support delivered through Women’s centres across GM. 2,485 women have engaged with the programme in the first two years. 91% of these women have multiple needs including mental health, debt, accommodation and substance misuse.

The holistic support provided by the women’s centres has resolved many of these issues and led to a reduction in the reoffending rate for the women. The approach is nationally recognised by the Ministry of Justice as exemplary practice.

We agreed a Memorandum of Understanding with the Youth Justice Board to reform and improve the Youth Justice system in Greater Manchester. This incorporates a focus on early intervention and prevention; a Problem Solving Justice approach; and the co-design and co-commissioning of services at a Greater Manchester level. Youth Justice Transformation is also a key work strand within the wider review of Children’s Services.

In terms of mental health support we developed the Connect5 training programme for front line staff to provide

better support to people in the criminal justice system facing wellbeing and mental health issues. The programme has been delivered to over 1,000 staff with another 500 training places to be delivered in 2017/18.

The Board has overseen successful applications to the Home Office Innovation Fund, including Domestic Abuse Interventions and Sex Offender Management.

Alongside our interventions with offenders we have invested over £3.5m in Victim Services provision. The approach to supporting victims has been revised to ensure that more support can go to those who most need it. In addition, volunteer local victims’ champions have been recruited to work directly with victims in their communities and complement the statutory provision.

Greater Manchester’s ambition and track record of delivery resulted in the announcement of a Justice Devolution Deal in March 2017. Memorandums of Understanding have been agreed with the Ministry of Justice, National Offender Management Service and Youth Justice Board signalling the intent to work together more closely through co-design and co-commissioning.

Our headline indicator for crime suggests that we are slightly behind target at this stage which underlines the need for innovative new projects are described above that have shown strong performance.

For example, the indicative reoffending rate for offenders on the Intensive Community Orders programme is 19.8% which compare to a national proven re-offending rate for

18-24 year old males in England and Wales of 28.9%. In general where offenders do reoffend, the offences are less serious than previous offences.

The proven reoffending rate for GM adult women offenders (16.6%) is also lower than the national average (18%) and that of similar metropolitan areas (e.g. Merseyside 20%, West Midlands 20.1%)

The Executive Board's ability to co-ordinate and oversee bids to Central Government has helped to leverage in additional funding to Greater Manchester. The STRIVE programme, for example, which focuses on Domestic abuse has been shown to reduce repeat incidents by 20%.

Reforming Health and Social Care

Greater Manchester is engaged in the most ambitious and significant experiment in health and social care transformation in the country.

The aim is to deliver the greatest and fastest possible improvement to the health and wellbeing of the 2.8m people living in Greater Manchester.

This will be achieved by creating the most advanced system of cross conurbation collaboration in England, through the full participation and contribution of the health and care system, wider public sector partners, the third sector, businesses, communities and the residents of Greater Manchester.

In 2016/17 the Greater Manchester Health and Social Care Partnership has set the platform for delivering this transformation by establishing its governance and developing its infrastructure and relationships. This has included:

- Establishing the appropriate governance structures in order to integrate budgets, resources, commissioning and provision.
- Establishing cross-organisational partnership arrangements to enable an agreement on the intended form and functions of their health and community services.
- Allocating and spending £60m of the first year of the GM Transformation Fund to support the integration and transformation of health and social care.
- Implementing innovative solutions to manage key system pressures in urgent and elective care, mental health, learning disabilities, cancer, dementia and children's services.

Significant progress has also been made in setting out how the health and social care system will be transformed in Greater Manchester. This includes the launch of the GM Mental Health & Wellbeing Strategy, the signing of an innovative Memorandum of Understanding (MoU) with the pharmaceutical industry, and the publication of the GM Primary Care Strategy, emphasising primary care's connectivity to the wider integrated care agenda.

The Health and Social Care Partnership also agreed a MoU with the Voluntary, Community and Social

Enterprise sector earlier this year which will help us boost health and wellbeing.

The MoU represents a step change in the understanding and involvement of people and communities in the transformation of health and social care by providing the framework for an inclusive approach including co-design and co-delivery, representation and resources.

The MoU outlines how we can work together to better understand local characteristics and ensure the talent, capacity and social value of VCSE organisations are utilised to the full in providing better services and greater support for the public.

A focus for 2016/17 has been getting people with mental health problems to the most suitable care as quickly as possible – in the past too many patients have accessed the system through A&E, where often the expert support they need is not available.

Over the last year Greater Manchester has achieved the national access and waiting time targets for mental health, and has consistently performed above the national average on the access and waiting time standard for early intervention in psychosis (EIP) services

As we move into the delivery of the GM Mental Health Strategy, backed by investment from the Transformation Fund, we expect to see further improvements in our mental health performance

Our headline indicator for health measures the rate of “all age all cause” mortality and has seen improvement but is currently behind target. However, it should be noted that, given the nature of the data that makes up this indicator, we have not been able to update the indicator since the last GMS Annual Performance Report.

However, we do know that over the last year Greater Manchester’s NHS performance has been strong compared to the national picture. Waiting time standards for suspected and diagnosed cancer patients have been delivered and GM’s NHS has consistently performed above the 18 week referral-to-treatment standard.

Diagnosis rates for people with dementia have been consistently higher than the England average, and access rates for IAPT services have steadily improved. Despite a highly challenging financial environment, Greater Manchester is forecasting an aggregate NHS surplus. This is a very strong financial performance compared to the national picture.

In 16/17 and beyond the focus will shift to implementation of the vision and producing initial evidence of impact.

CONCLUSION

It is clear to see from the information set out in this report that there were a number of key achievements last year demonstrating how we have delivered on our priorities in the Greater Manchester Strategy.

Our investment programme helped to boost the economy through targeted investment in Greater Manchester's key areas such as life sciences, business and housing.

The Business Growth Hub continued to provide local business with support in the right time and at the right place helping to boost the economy and secure the higher paid jobs we need to see truly inclusive growth.

This was complemented by our award winning Local Carbon programme and significant improvements to infrastructure including the extension of the Metrolink to Trafford Park and the launch of the second city crossing.

Our international profile continued to grow, driving inward investment and attracting new talent to the city region.

Our skills and employment programmes have provided tailored support to people of all ages, helping them get the skills and qualifications they need to secure sustainable employment. This has not only helped strengthen the economy and improve our productivity but has also made a real difference to the lives of individuals and families across Greater Manchester.

Similarly, our Public Service Reform programme brought partners together to find new, innovative ways to support people with difficult and complex lives.

Our innovative Devolution Agreements have provided new tools to take this programme forward and we have seen the success and subsequent expansion of our Working Well programme, the positive impact of the Trouble Families programme and a new approach to the provision of Early Years services.

We have launched programmes that are tackling crime and reducing re-offending as well as providing significant investment in services to support victims.

We also saw the establishment of the GM Ageing Hub focusing exclusively on the needs of older people with the city's first ever Ageing Conference.

Most notably we have taken the first steps in delivering the most ambitious and significant health and social care transformation in the country.

More broadly, our headline indicators provide a picture of our performance across the full range of priorities. Positively we have exceeded our targets in a number of areas including Greater Manchester's GVA growth rate outpacing that of the South East of England (excluding London) and beating our target for the number of people achieving an NVQ4 qualification or higher.

The number of business births was ahead of target with a significant increase on the previous year and we are on

track to achieve our 2020 transport target for more journeys to be made by modes other than the private car.

We have also exceeded our target for reducing GM's CO2 emissions.

A number of our headline indicators are rated as amber meaning that, whilst we have made progress in many of these areas, they are behind where we would have wanted to be at this stage. However, the indicator for net new houses built remains highlighted as red reflecting an area where we must continue to focus our efforts to realise our ambitions.

With this in mind, Greater Manchester Combined Authority is in the process of refreshing the Greater Manchester Strategy to reflect the changing economic and political landscape, ensuring we have a strategy which focuses on the issues that matter to Greater Manchester residents and the outcomes they care about.

The new GMS will be built around a robust outcomes framework which identifies the key economic and social outcomes relevant throughout people's lives. The GMS will demonstrate how the activities of the GMCA and public, private and third sector partners will support these outcomes and the key metrics we will use to monitor and evidence our progress.

We will provide a greater level of accountability through regularly publishing a dashboard of indicators and review our activities and priorities for investment and reform to

ensure our plans for delivering the GMS can have the maximum positive impact for Greater Manchester.

DISTRICT LEVEL HEADLINE INDICATOR DATA

	FTE Jobs (2016)	Annual Change FTEs	% of UK FTEs (2016)	GVA growth 2014-15	Annual change in GVA growth (% points)	Out-of-work claimant rate	Annual change in claimant rate (% points)	Business birth rate per 10,000 WAP	Annual change in business birth rate
Bolton	110,867	-300	0.41%	4.8%	0.9	12.7%	-0.2	81.3	4.3
Bury	76,800	-400	0.28%	3.7%	1.11	10.9%	-0.2	93.6	6.4
Manchester	212,233	2,500	0.78%	5.4%	1.18	12.9%	-0.4	111.9	17.8
Oldham	88,967	5,367	0.33%	3.7%	1.11	12.7%	-0.3	66.1	5.3
Rochdale	75,333	-2,667	0.28%	3.7%	1.11	13.8%	-0.4	70.9	3.3
Salford	101,400	100	0.37%	3.3%	-0.17	13.3%	-0.3	91.1	6.5
Stockport	123,733	600	0.45%	1.5%	2.47	9.2%	0.0	94.6	10.2
Tameside	89,567	-300	0.33%	1.5%	2.47	12.8%	-0.3	66.2	7.9
Trafford	108,167	3,000	0.40%	3.3%	-0.17	7.9%	-0.3	131.9	15.5
Wigan	139,533	-800	0.51%	4.8%	0.9	11.3%	-0.2	66.2	7.2
GM	1,126,633	7,167	4.12%	3.9%	1.18	11.9%	-0.3	90.0	9.6
National comparator (UK except where it is stated otherwise in the notes)	27,322,900	294,500	100%	3.2%	-1.3	9.1%	-0.2	92.9	7.9
Comment/notes	Half of the GM districts saw a decrease in FTE jobs between Sep 2015 and Sep 2016 - Bolton, Bury, Rochdale, Tameside & Wigan. FTE growth was highest in Oldham, Trafford and Manchester. Manchester & Wigan also have the highest number of FTEs and therefore account for the highest share of UK FTE's.			Most areas saw GVA growth broadly in line with GM/national trend, except GM South East NUTS 3 area (includes Stockport and Tameside). Each district saw GVA growth which was higher in 2014-15 than in 2013-14, except for GM South West (includes Salford and Trafford). National comparator is the South East excl. London.		Highest out-of-work claimant rates in August 2016 were in Rochdale, Salford and Manchester, while rates in Trafford were below national average. All areas have seen a decline in the claimant rate compared to August 2015, except for Stockport. The national comparator is Great Britain.		Business birth rate is lowest in Tameside and Wigan, and highest in Trafford and Manchester in 2015. Every district has seen a growth in their annual rate of business births, with the greatest increase in Manchester & Trafford.	

	1 year business survival rate	Annual change (1 yr) % points	2 year business survival rate	Annual change (2 yr) % points	5 yr business survival rate	Annual change (5 yr) % points	% residents LV4+ qual.	Annual change in LV 4+ (% points)	% residents LV2+ qual.	Annual change in LV 2+ (% points)	Median annual resident salary	Annual change in median salary	% difference in median salary compared to UK
Bolton	91.5	-3.1	73.6	1.8	39.3	-2.2	33.6	3.1	72.3	1.1	£24,848	£1,065	-12%
Bury	94.1	0.9	74.9	0	38.8	-0.8	39.1	2.1	75.7	0.0	£28,028	£610	-1%
Manchester	92.1	-1.3	69.9	0	37.2	1.3	39	-0.5	73.8	3.1	£24,137	-£735	-14%
Oldham	93.1	-1.7	74.1	2.2	39.0	-1.0	25.8	-1.8	64.3	2.1	£23,917	£1,059	-15%
Rochdale	92.9	-1.0	74.6	0.9	40.0	0.6	25.7	0.3	64.4	-1.7	£24,400	£490	-14%
Salford	90.8	-2.5	72.9	0.6	36.0	-2.0	30.3	-0.8	71.5	2.4	£25,286	£959	-10%
Stockport	91.3	-1.3	76.2	0.4	40.4	-2.7	41.1	4.9	77.7	-2	£27,563	£63	-2%
Tameside	92.0	-3.2	74.4	-0.4	37.9	-1.8	26.7	1.6	69.3	1.1	£23,414	-£69	-17%
Trafford	90.2	-2.4	72.5	4.3	37.2	-0.6	51.9	3.4	83.3	0.8	£33,970	£3,076	20%
Wigan	94.6	-0.7	77.5	1.3	43.7	0.5	27.1	-1.3	68	-2.8	£27,092	£903	-4%
GM	92.1	-1.6	73.4	1.0	38.7	-0.7	34.6	0.9	72.3	0.7	£25,741	£257	-9%
National comparator (UK except where it is stated otherwise in the notes)	92.2	-1.3	75.0	1.2	41.4	-0.3	38.0	1.1	74.2	0.8	£28,213	£598	
Comment/notes	Wigan has the highest business survival rates at 1,2, and 5 years, with Bury also doing well for 1 year survival and Stockport doing well for 2 year and 5 year survival. In contrast, Salford and Trafford have the lowest survival rates. 1 year survival rates have worsened across most districts in comparison to the previous year, although for annual change in 2 year and 5 year survival there is more of a mixed picture.						Trafford and Stockport have the highest proportions of LV4+ and LV2+ qualified residents while the opposite is true for Oldham and Rochdale. Most areas saw a small increase in the share of LV4+ population (particularly Stockport), except for Manchester, Oldham, Salford and Wigan, which saw a small decline. With regards to LV2+ Manchester, Oldham and Salford were the best improvers.				Although the median annual salary in GM as a whole is 9% lower than in the UK, this varies widely across districts with Oldham, Rochdale and Tameside over 14% lower than the UK, and with Trafford 20% higher than the UK. Trafford has seen the highest increase in the median salary in GM compared to the previous year, both in absolute and relative terms, followed by Bolton & Oldham, while Manchester and Tameside are the only districts that saw a decline in the median salary.		

	EYFSP indicator (%)	Annual change in EYFSP indicator (% points)	Mortality rate - male	Annual change in mortality rate - male	Mortality rate - female	Annual change in mortality rate - female	Net additional dwellings 2015-2016	Annual change in net additional dwellings	CO2 emissions (kt)	Annual change in CO2 emissions (kt)	
Bolton	64.6	3.4	1,186	-105	967	-5	510	40	1,359	-135	
Bury	68.9	3.1	1,301	47	901	-91	340	-200	967	-124	
Manchester	63.7	2.8	1,587	52	1103	27	1760	870	2,401	-451	
Oldham	60.5	3.2	1,388	122	1077	116	260	-230	882	-140	
Rochdale	63.3	6.1	1,376	91	992	-13	310	0	1,114	-103	
Salford	65.3	3.9	1,365	7	999	-79	1100	120	1,320	-196	
Stockport	69.6	1.7	1,049	-38	827	-65	320	-110	1,339	-205	
Tameside	63.0	5.2	1,327	-83	996	-102	590	190	965	-129	
Trafford	73.8	0.4	1,064	-49	779	-67	360	-20	1,673	-255	
Wigan	67.0	3.2	1,289	-69	936	-88	640	110	1,531	-139	
GM	65.7	3.3	1,283	-8	955	-35	6,190	770	13,551	-1,876	
National comparator (UK except where it is stated otherwise in the notes)	69.3	3.0	1,114	-36	817	-30	189,650	18,960	324,054	-35,910	
Comment/notes	EYFSP is the Early Years Foundation Stage Profile. It is an indicator of a child's development before age 5. All districts have seen an increase in the percentage of children achieving at least the expected level at all early learning goals compared to the previous year, with Rochdale, Salford and Tameside seeing the greatest improvements. The national comparator is England.		The annual change in the all-age, all-cause mortality rate varies quite significantly across the districts. For male mortality rate half of the districts have seen a decline (this represents an improvement), particularly in Bolton, while the other half have seen an increase (most notably in Oldham). For the female mortality rate most areas have seen a decline, except Oldham and to a lesser extent Manchester. The national comparator is England.				Manchester and Salford saw the highest number of net additional dwellings in 2015/16, while Oldham and Rochdale saw the lowest number. Most districts saw an increase in the number of net additional dwellings between 2014/15 and 2015/16 (particularly Manchester, Salford & Tameside), except Bury, Oldham, Stockport & Trafford who all saw a decrease. The national comparator is England.			CO2 emissions were highest in Manchester and Trafford and lowest in Oldham and Tameside in 2014. All areas have seen a drop in CO2 emissions compared to the previous year, with Manchester and Trafford seeing the highest decreases. The national comparator is England.	

NB: Sub-regional GVA is available at NUTS 3 rather than district level. NUTS 3 areas in GM are: Manchester, Greater Manchester North East (Bury, Rochdale and Oldham), Greater Manchester South East (Tameside and Stockport), Greater Manchester South West (Salford and Trafford) and Greater Manchester North West (Bolton and Wigan).

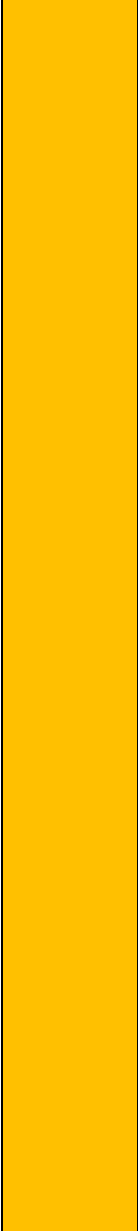
NB: District level data comes with a health warning and must be treated with caution, as the change over time presented in the table refers to a period of only one year and therefore should not be seen to constitute a trend.

Indicator	Target for 2020	What will success look like?	Where we were last year	Current position	Where we expected to be at this stage	RAG rating	Rationale for RAG rating	Data source for identifying current position
Number of full-time equivalent jobs	GM will account for 4.3% of UK FTE jobs.	Employment in GM in 2020 will be around 1.5million, equating to 110,000 additional jobs in the conurbation from 2014.	GM accounted for 4.15% of FTE jobs in the UK, based on Jan - Dec 2015 Annual Population Survey.	GM accounts for 4.12% of FTE jobs in the UK based on Jan - Dec 2016 Annual Population Survey	The target was for GM to account for 4.22% of UK FTEs by 2016.		GM is slightly behind the target at this stage	Annual Population Survey Jan - Dec 2016
Gross value added (GVA)	GM's GVA growth rate will match that of the South East of England (excluding London).	GM's economy will be worth £65billion by 2020, growing by 3% per annum from 2014.	GM grew by 2.7% between 2013 & 2014. This was below the South East of England (excluding London) growth rate of 4.5%	GM grew by 3.9% between 2014 & 2015. this was above the South East of England (excluding London) growth rate of 3.18%.	The target was for GM to grow by 3% between 2014 & 2015.		GM has outperformed the target at this stage	ONS Sub-regional GVA estimates 2015
Out of work benefit claimants	GM's gap with the national average for the % of the WA pop claiming key out of work benefits will have reduced by 1 percentage point. When the GMS launched, the difference between GM and GB was 3.2 percentage points.	There will be around 180,000 people in GM claiming out-of-work benefits, 30,000 less than would be expected if the gap is not reduced by 1 percentage point.	In August 2015 12.2% of the GM population claimed out of work benefits. 9.4% for GB. The difference is 2.8 percentage points.	In August 2016 11.9% of GM population claimed out of work benefits. 9.1% for GB. The difference is 2.8 percentage points	The target for GM in 2016 was 11.7%		GM is slightly behind target at this stage, but has seen an improvement on the previous year.	DWP Benefits Claimants, August 2016 Universal Credit Claimants, August 2016

Business start-up and survival	GM has a higher rate of business births than the national average, and business survival rates at one, two and five years match the national average.	By 2020, there will be around 15,000 business start-ups per annum in GM.	The number of business births per 10,000 working age population in GM stood at 81 in 2014, below the UK average of 85.	The number of business births per 10,000 working age population in GM stood at 90 in 2015, below the UK average of 93.	The target was to be at 68 start-ups per 10,000 WAP in 2015. <i>This target is now out of date as number of business births increased in all areas of GB in 2013, coinciding with a new PAYE Real Time Information system roll out in 2013</i>		GM is ahead of the original target at this stage, and saw a significant increase on the previous year, placing performance just below the national average	ONS Business Demography, 2015
			1yr survival rate in GM = 93.7% (UK at 93.5%) in 2014	1yr survival rate in GM = 92.1% (UK at 92.2%) in 2015	There was no specific target set for this stage, but the overall target was for the 1 year survival rate in GM to match the national average.		Although GM survival rates have worsened since the previous year, and are behind national performance by 0.1 percentage points, there has been a similar trend at national level, which is reflected by the yellow RAG rating.	
			2yr survival rate in GM = 72.4% (UK = 73.8%) in 2014	2yr survival rate in GM = 73.4% (UK at 75%) in 2015	There was no specific target set for this stage, but the overall target was for the 2 year survival rate in GM to match the national average.		GM survival rates have improved on the previous year but performance still lags the national average by 1.6 percentage points.	

			5yr survival rate in GM = 39.4% (UK = 41.7%) in 2014	5yr survival rate in GM = 38.7% (UK at 41.4%) in 2015	There was no specific target set for this stage, but the overall target was for the 5 year survival rate in GM to match the national average.		Although GM survival rates have worsened since the previous year, and are still behind the national performance by 2.7 percentage points, there has been a similar trend at national level, which is reflected in the yellow RAG rating.	
Qualification achievement	The percentage of working age population in GM with an NVQ Level 4 qualification or higher matches the national average. The percentage of working age population in GM with an NVQ Level 2 qualification or higher matches the national average.	670,000 people in GM will have an NVQ4+ qualification in 2020, an increase of 110,000 on the 2014 figure.	In 2015 people aged 16-64 with NVQ4+ qualification was 33.6% (UK average 36.9%)	In 2016, people aged 16-64 with NVQ4+ qualification was 34.6% (UK average 38%)	33.9% of people aged 16-64 NVQ 2+ qualified in 2016		GM has outperformed the target at this stage	Annual Population Survey Jan - Dec 2016
		1.3million people in GM will have an NVQ2+ qualification in 2020, an increase of 85,000 on the 2014 figure.	People aged 16-64 with NVQ2+ qualification was 71.6% (UK average 73.4%)	People aged 16-64 with NVQ2+ qualification was 72.3% (UK average 74.2%)	71.7% of people aged 16-64 NVQ 2+ qualified in 2016		Although GM is above the target for this stage, the gap with national performance has widened.	Annual Population Survey Jan - Dec 2016
Median salary	GM median salary is 5% or less lower than the national median salary.	By 2020, the gross median annual salary in GM will be at least £31,500 per annum for full-time workers - £6,500 more per person	In 2015, median salary for GM residents was £25,512 8% lower than the UK average £27,645	In 2016, median salary for GM residents was £25,741, 9% lower than the UK average of £28,213	The target was for GM median salary to be £27,615 in 2016		Whilst the GM median salary has improved since the previous year, the current position is below the target	ONS, Annual survey of Hours and Earnings, 2016

		per year, based on 2014 figures.					for this stage and continues to lag behind the national average	
Early years foundation stage profile	GM's EYFSP performance meets the national average.	By 2020, 25,000 children achieve at least the expected level in the prime areas of learning and in the specific areas of literacy and mathematics - almost 4,000 higher than if GM does not increase its current level of EYFSP achievement.	In 2015, 62.4% of GM children achieved a good level of development at the Early Years Foundation Stage compared to 66.3% for England.	In 2016, 65.7% of GM children achieved a good level of development at the Early Years Foundation Stage compared to 69.3% for England	The target for 2016 was to have closed the gap with the national average to 3.1 percentage points.		Although GM performance is improving, and the gap with national performance is closing, the improvement is not currently enough to meet the national average by 2020	Department for Education, Early years foundation stage profile (EYFSP) results 2016
All age all cause mortality	Male AAACM is 1066, Female AAACM is 794 in 2020.	By 2020 male AAACM in GM is 1,066 per 100,000 population and for females AAACM it is 794. In absolute terms, this could equate to around 3,000 fewer deaths in 2020 than if AAACM only declines at recent trend rates.	In 2013 Male all age all cause mortality in GM was 1,292. Female all age all cause mortality in GM was 990	In 2014 Male all age all cause mortality in GM was 1,283. Female all age all cause mortality in GM was 955.	The target for 2014 was for male AAACM to be 1,226 and for female AAACM to be 913.		GM has seen an improvement on the previous year but is behind target at this stage	Health and Social Care Information Centre - December 2015

<p>Crime levels</p>	<p>GM has closed the crime-rate gap with the average of the most similar metropolitan forces from the current base of 2% above average.</p>	<p>Assuming there is no change in recorded crime levels for the similar metropolitan forces, by 2020, the number of crimes recorded in Greater Manchester will have dropped by approximately 4,000/year.</p>	<p>Data to Feb 2016. The provisional crime rate in GM was 821 per 10,000 population in GM compared to 656 in West Midlands & 883 in West Yorkshire. GM was 25% higher than West Midlands & 7% lower than West Yorkshire.</p>	<p>The 2016/17 provisional rate is 961/10,000 population in GM, compared to 749 in the West Midlands and 736 in West Yorkshire. GM's rate is 28% higher than that of the West Midlands and 11% higher than West Yorkshire's</p>		<p>The GM target was set in terms of achieving reductions in the total crime rate in GM against comparator areas in West Yorkshire and West Midlands, but this does not take account of local priorities or changes and differences in the reporting and recording of crime. In particular GMP, local authorities and other agencies in GM are now focused on tackling drivers such as troubled families and on safeguarding people through multi-agency action and public service reform. GMP together with other agencies have taken action to promote the reporting and recording of underreported crimes of harm</p>	<p>ONS and Home Office iquanta</p>
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							such as domestic abuse. This together with rises in the reporting of historical crime and action to ensure greater compliance with the National Crime Recording Standard has raised the reporting and recording of crime in GM	
Transport	35% of all peak-time journeys in GM will be made by modes other than the private car.	By 2020, 35% of all peak journeys will be made by modes other than private car	In 2014 29% of journeys were made by modes other than the private car (data for October to December 2014)	In 2015, 29% of journeys were made by modes other than the private car (data for October to December 2015)	The target for 2015 was 30% of journeys to be made by modes other than private car		GM has seen a slight improvement on the year before and is slightly below target for this stage but on course to achieve to 2020 target.	Department for Transport Statistics - Usual method of travel to work by region of workplace: October to December 2015
Net new houses built	61,000 homes built between 2013 and 2020.	61,000 net new homes will have been built in GM by 2020.	In 2014/15 there were 5,420 net new dwellings in GM up from 2013/14 figure 4,160	In 2015/16 there were 6,190 net new dwellings in GM up from 2014/15 figure 5,420	The target for 2015/16 was 7,100 net new dwellings in GM		Although there has been an increase on the previous year, the number of net new dwellings is behind the necessary performance at this stage to achieve the 2020 target, with a gap of >10%	DCLG, Table 122 - housing supply; net additional dwellings, by local authority district, England 2001-02 to 2015-16

CO2 emissions	CO2 emissions to be 48% lower than 1990 levels.	By 2020, emissions in GM will have fallen to 11,000kt CO2.	In 2013 GM CO2 emissions were 15,427kt. 27.5% lower than 1990	In 2014 GM CO2 emissions were 13,551kt, 35.6% lower than 1990	The target for 2014 was 14,120kt CO2 emissions		GM has outperformed the target at this stage.	Department for Business, Energy & Industrial Strategy
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