

Planning, Housing & Environment Overview & Scrutiny Committee

Date: 18 October 2017

Subject: Greater Manchester Strategy Implementation Plan and Performance Dashboard

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

1. PURPOSE OF REPORT

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

2. RECOMMENDATIONS

2.1 Members are invited to:

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

3. CONTACT OFFICERS

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4. BACKGROUND

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

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

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

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

5. GMS IMPLEMENTATION PLAN

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

Figure 1:

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

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

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

6. PERFORMANCE MANAGEMENT

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

7. RECOMMENDATIONS

7.1 Members are invited to:

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

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Priority 8: Safe and strong communities

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

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

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

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

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

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| We will work in partnership to ensure research, innovation and growth informs the development of our services | Refresh GM life sciences strategy | H&SCP | Health & Social Care |
| | Fully establish Health Innovation Manchester (HinM) and: <ul style="list-style-type: none"> - a single research hub for GM, and an enhanced clinical trials unit - commencement of projects in precision medicine, focused on new care pathways, novel diagnostics, more targeted treatments, and the use of digital technologies to enhance self-care and greater patient empowerment - partnerships with industry to advance new business models - an innovation access system to support and guide industry innovators | H&SCP | Health & Social Care Business & Economy |
| | Develop and agree a GM Medicines strategy | H&SCP | Health & Social Care |
| | Agree initial innovative joint working projects with Pharmaceutical industry which meet GM Priorities. | H&SCP | Health & Social Care |
| We will work in partnership to achieve financial balance and secure the sustainability of our services for now and the future | Ensure active monitoring against progress both on bridging the financial challenge and on anticipated activity changes | H&SCP | Health & Social Care |
| | - Develop the programme plans for standardising clinical support and back office services through five key projects on: <ul style="list-style-type: none"> - Corporate functions - Procurement - Hospital pharmacy - Pathology - Radiology | H&SCP | Health & Social Care |
| | Develop the GM Commissioning Framework responding to the findings of the GM Commissioning Review | H&SCP | Health & Social Care |
| | Continue to monitor progress , and take action where necessary, with respect to HSC Transformation Fund signed Investment Agreements | H&SCP | Health & Social Care |

Priority 10: An age-friendly Greater Manchester

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

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

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

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

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