

**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)
<b>GM will provide strong leadership and systems infrastructure to ensure we deliver integrated Early Years services with people at the centre</b>	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 <b>School Readiness Pledge</b>	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 <b>Early Years digitisation pilot</b> 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 <b>physical activity assessment tool</b> using evidence based approaches and existing expertise	GMCA GM Moving	Culture, Arts & Leisure
	Workforce	Define the <b>role of Early Years professionals</b> within integrated, place-based delivery	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
		Deliver <b>safeguarding training</b> to 100% of GMFRS staff	FRS	Safer & Stronger Communities
<b>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</b>	Redesign support	<b>Redesign support provision and pathways</b> 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 <b>prevention antenatal care support pathway</b> , to deliver earlier identification and targeted support for parents, including mental health, with a view to budget redesign in the future	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
	Implement new delivery models	Commence evidence-based 3-year programme to improve the <b>oral health</b> of the 0-5 year old population	H&SCP	Health & Social Care
		Support parents, particularly lone parents, to <b>improve skills levels and get into quality employment</b> through the current Working Well eco-system and newly commissioned Working Well	GMCA	Skills, Employment & Apprenticeships
<b>There will be high quality early years services across GM and all early years settings will be rated good or outstanding by Ofsted</b>	Quality	Engage schools and early years providers around the role they play in providing early years, initially through a <b>school readiness summit</b> , and develop an action plan	GMCA H&SCP	Young People & Social Cohesion Health & Social Care
		Develop a <b>resilience and support package for Early Years providers</b> 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 <b>workforce skills programmes in Early Years settings</b> , focusing on utilising Public Service Apprenticeship levy spend	GMCA	Skills, Employment & Apprenticeships
<b>GM will be at the leading edge of providing our children with excellent places to play, develop and learn</b>	Community facilities	<b>Provide facilities for community use</b> in public sector premises, including community fire stations	GMCA FRS	Safer & Stronger Communities
	GMSF	Explore the opportunities to ensure our ambition for <b>excellent places to play</b> is aligned to the GMSF	GMCA	Housing, Planning & Homelessness

**Priority 2:** Young people equipped for life

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

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>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</b>	Mental health	Implement the <b>community-based care and crisis support mental health approach</b> developed for children and young people	H&SCP	Health & Social Care
	Care leavers	Design the service model for a <b>single, consistent, GM care leavers offer</b>	GMCA	Young People & Social Cohesion
		Explore approach to <b>free council tax</b> for all care leavers across GM until they are 21 years old	GMCA	Young People & Social Cohesion
	Early intervention	Begin roll out the <b>Early Help strategy</b> to drive delivery of GM standards and outcomes within local models of delivery	GMCA	Young People & Social Cohesion
		Establish a <b>Reform Investment Fund</b> 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 <b>Children's Services Review</b> , 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 <b>supported apprenticeship programme</b> 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)
<p><b>All residents (in and out of work) will have the opportunity to progress into all levels of technical &amp; academic skills provision, ensuring our people are life ready, and employers will offer high quality employment with clear progression routes</b></p>	Quality learning infrastructure	Allocate LGF spending for GM's <b>skills capital programme</b>	GMCA GM LEP	Skills, Employment & Apprenticeships
		Support school improvement via leadership & management to ensure <b>more schools and colleges gain a good/outstanding Ofsted grade</b>	GMCA	Skills, Employment & Apprenticeships
		Develop an <b>Institute of Technology</b> 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 <b>skills capital funding</b> (£2m by June 2018)	GMCA	Finance & Investment Skills, Employment & Apprenticeships
Progression routes		Work with employers of all sizes to <b>support in-work progression</b> through the Working Well eco-system	GMCA	Skills, Employment & Apprenticeships
		Establish arrangements for a transition year for the devolution of <b>Adult Education Budget</b> 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 <b>development of physical activity and sport workforce</b>	GMCA GM Moving	Culture, Arts & Leisure
Apprenticeships and technical pathways, including higher levels skills		Develop at least 4 clear <b>technical/apprenticeship pathways</b> linked to the Sainsbury Review and GM growth sectors with GM Colleges & Providers	GMCA	Skills, Employment & Apprenticeships
		Work with employers of all sizes to <b>increase number &amp; quality of Apprenticeships</b> , and remove 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 <b>public sector workforce is undertaking an apprenticeship</b>	GMCA	Skills, Employment & Apprenticeships
		Create a <b>Fire Service Academy</b> to connect all GMFRS work on apprenticeships, attraction, youth engagement and inclusivity, optimising the local benefits of the Apprenticeship Levy	FRS	Safer & Stronger Communities
Digital		Define and commence delivery of a <b>Digital Skills Programme</b> 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

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>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</b>	Employment charter	Identify system leaders to support the <b>Active Workplace</b> agenda	GMCA GM Moving	Culture, Arts & Leisure
		Work with employers on content and approach for the <b>GM Employment Charter &amp; Framework</b>	GMCA	Skills, Employment & Apprenticeships
		Promote the payment of the <b>Real Living Wage</b> across GM	GMCA	Finance & Investment
	Into work support	Continue the development of an <b>integrated place based offer of universal work &amp; skills support</b> in partnership with Jobcentre Plus	GMCA	Skills, Employment & Apprenticeships
		Work with employers of all sizes to extend the <b>experience of the world of work</b> to support residents of all ages	GMCA	Skills, Employment & Apprenticeships
		Continue to deliver <b>person-centred support</b> through the current Working Well eco-system and commission the new £50m Working Well programme	GMCA	Skills, Employment & Apprenticeships
		Embed <b>physical activity and sport in support programmes</b> that re-engage people in work	GMCA GM Moving	Culture, Arts & Leisure

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

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<p><b>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</b></p>	Strategy	Develop a <b>GM Industrial Strategy</b> within the framework of the National Industrial Strategy and the Northern Powerhouse Strategy, focused on: <ul style="list-style-type: none"> <li>– Developing an action plan for GM’s <b>high growth / high value sectors</b> &amp; their supply chains, working with partners around prime capabilities</li> <li>– Developing an action plan to drive productivity within our <b>high employment sectors</b>, including physical activity and sport</li> </ul>	GMCA GM LEP GM Moving	Business & Economy
		Continue to lobby government to establish a <b>Brexit Committee for the Regions and Cities</b>	GMCA	Business & Economy
<p><b>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</b></p>	Start up	Deliver skills & work programmes which create pathways from <b>benefit dependency to quality self-employment</b> , focusing on those out of work due to ill health and disability	GMCA	Skills, Employment & Apprenticeships
		Develop <b>GM Start up policy</b> to deliver GMS targets, and commission activity to deliver this	GM LEP GC	Business & Economy
		Through LEP task & finish group to explore <b>business start up support for young people</b> and possibility of developing start up units in schools	GM LEP GC	Business & Economy
	Growing productive businesses	Develop <b>business scale up ambition for GM</b> , and commission activity to deliver this, including innovation, export, and leadership & management support	GM LEP GC	Business & Economy
		Initiate research and engagement on a <b>GM social enterprise strategy</b>	GMCVO GMCA GM LEP	Business & Economy
		Establish a <b>GM Productivity Programme</b>	GM LEP GC	Business & Economy
		Develop an integrated GM approach to deliver <b>more efficient, less burdensome regulation</b>	GMCA FRS	Safer & Stronger Communities
		Invest in GM companies to <b>support job creation</b> (350 jobs created per annum)	GMCA	Finance & Investment Business & Economy
Make investments to <b>support business growth</b> (bringing in £7m private investment per annum)	GMCA	Finance & Investment Business & Economy		
Innovation	Develop the <b>Northern LEP Innovation Framework</b>	GM LEP	Business & Economy	
<p><b>GM will become a top 20 global city by 2035</b></p>	Implementation	Begin the implementation of the <b>GM Internationalisation Strategy</b> eight priorities, including: <ul style="list-style-type: none"> <li>– Inward investment growth</li> <li>– International trade growth</li> <li>– Enhanced international city to city relationships</li> </ul>	GMCA GM LEP	Business & Economy

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>GM will be at the heart of a thriving Northern Powerhouse</b>	Strategy	Work with the <b>Northern Powerhouse Partnership</b> to develop the evidence base on the North's economic strengths and challenges	GMCA	Business & Economy
		Work with <b>Northern Core Cities</b> and Government to develop an appropriate policy response	GMCA	Business & Economy
		Work with partners across the North to establish the principles of a <b>Council of the North</b>	GMCA	Business & Economy
<b>GM is recognised as top 5 European digital city region, with strengths around: E Commerce, Cyber Security, Media/ Creative, Data Analytics</b>	Strategy	Produce a <b>GM Digital Strategy and Action Plan</b>	GMCA GM LEP GC	Digital City Region Business & Economy Skills, Employment & Apprenticeships
	Digital adoption	Work with the LEP Task and Finish group to better support GM businesses to <b>accelerate the adoption of digital technologies</b>	GM LEP	Business & Economy
	Developing strengths	Through GM–Connect have defined the scope of the <b>Cyber Innovation Centre</b> , 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
<b>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</b>	Strategy	Begin implementation of recommendations of the <b>GM and Cheshire East Science &amp; Innovation Audit</b> , 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 <b>Graphene Engineering &amp; Innovation Centre</b>	UoM GM LEP	Business & Economy
		Progress development of the LGF funded <b>International Screen School Manchester</b>	MMU GM LEP	Business & Economy
		Progress development of an application to the LGF for the <b>Pankhurst Centre</b>	UoM GM LEP	Business & Economy
Continue to invest through the LGF funded <b>GM Life Sciences Fund</b>	GMCA GM LEP	Business & Economy Finance & Investment		

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>We will have the right employment sites and premises, in the right locations to support economic growth in all parts of GM</b>	GMSF	<b>Identify new sites</b> 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 <b>strategic approach to acquisition/relocation of existing employment uses</b>	GMCA	Housing, Planning & Homelessness
		Identification of <b>public sector land that could be used for housing or employment opportunities</b>	GMCA	Housing, Planning & Homelessness
	Infrastructure	Through the Infrastructure Advisory group, outline the vision, scope and process to develop a <b>Strategic Infrastructure Plan</b> 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 <b>collaboration and synchronisation of investment plans</b>	GMCA	Housing, Planning & Homelessness
		<b>Invest in companies</b> across GM (30,000 square metres of commercial space develop per annum; 5 Hectares of brownfield land developed per annum)	GMCA	Finance & Investment Housing, Planning & Homelessness
		Establish a new <b>long term funding mechanism for transport infrastructure</b>	TfGM GMCA	Transport & Infrastructure Housing, Planning & Homelessness
<b>GM's town centres are quality places where people choose to live and work</b>	GMSF	Continue to <b>identify opportunities for regeneration and place making</b> (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 <b>town centre residential and employment schemes</b>	GMCA	Housing, Planning & Homelessness
	Culture	Design and implement a <b>Greater Manchester Town of Culture Programme</b>	GMCA	Culture, Arts & Lesiure



**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)
<p><b>GM will have world class connections that support long-term, sustainable economic growth and access to opportunity for all</b></p>	<p>Strategy</p>	TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
	<p>Implementation</p>	TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
		TfGM	Transport & Infrastructure
		TfGM H&SCP	Transport & Infrastructure Health & Social Care
		TfGM	Transport & Infrastructure

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>Reducing congestion and improving air quality (AQ)</b>	Strategy	Co-ordinate the development of a <b>plan to tackle congestion</b> , 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 <b>co-ordinated approach to Air Quality in GM</b> , 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
	Implementation	Continue delivery of the <b>AQ Action Plan</b> to address the AQ Management Area	TfGM GMCA	Transport & Infrastructure Green City Region
<b>GM will be a key international gateway to the UK and will be a gateway to the world for UK businesses and communities</b>	Strategy	Influence creation of new <b>UK Aviation Strategy</b> in way that maximises potential of Manchester Airport, including: <ul style="list-style-type: none"> <li>– Advocating reform of Air Passenger Duty</li> <li>– Active support for the Northern Powerhouse Rail project, including station at Manchester Airport</li> <li>– Promote notion of surface access investment/interventions being key to unlocking international connectivity by widening catchment area of Manchester Airport</li> <li>– Assisting in lobbying activities required to secure certain direct long haul services, most notably India and further routes to China</li> </ul>	Manchester Airport TfGM GMCA	Business & Economy Transport & Infrastructure
		Progress ongoing work with Government and TfN in relation to <b>HS2, Northern Powerhouse Rail, station development plans</b> around Piccadilly and Manchester Airport, and Port Salford	TfGM	Transport & Infrastructure
		Continue close working with Rail North, Northern and Trans Pennine Rail to <b>secure enhanced rail services</b>	TfGM	Transport & Infrastructure
	Implementation	Progress development of key <b>new international routes to priority markets</b>	Manchester Airport GMCA GC	Business & Economy
<b>GM will have world class digital infrastructure</b>	Funding	Accelerate market investment of <b>full fibre infrastructure across GM</b> , including securing DCMS funding	GMCA	Digital City Region

**Priority 6:** Safe, decent and affordable housing

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<p><b>GM will become the UK's leading innovator in housing development</b></p>	GMSF	Continue our work on rewriting the GMSF, to identify how many and what kinds of <b>new homes</b> we need, and the land on which they can be provided	GMCA	Housing, Planning & Homelessness
	Funding	Bid for <b>Housing Infrastructure Fund</b> 'Forward Funding' resources	GMCA	Housing, Planning & Homelessness
		Identify applicable uses and strategy for any future <b>recycled housing fund</b> monies	GMCA	Housing, Planning & Homelessness Finance & Investment
		Agree a <b>Housing Deal</b> 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 <b>new way of delivering new homes</b>	GMCA GMHP	Housing, Planning & Homelessness
	Quality	Deliver ' <b>Active Design</b> ' conference to bring together planning and policy makers across GM and learn from best practice/evidence	GMCA GM Moving	Culture, Arts & Leisure
		Work closely with planners, architects and the construction industry to <b>embed fire safety into building design</b> 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 <b>fire sprinklers and water suppression systems</b> at the earliest possible stage of a building project	FRS	Safer & Stronger Communities
		<b>Support landlords to help make their properties safe.</b> GMFRS will seek to prosecute those landlords who wilfully neglect their statutory responsibilities	FRS	Safer & Stronger Communities
	<p><b>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</b></p>	Regeneration	<b>Agree a Housing Deal</b> 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 <b>quality of our private rented housing</b> , including security of tenure, potentially including landlords register and social letting agencies	GMCA GMHP	Housing, Planning & Homelessness
Strategy		Set out a strategic approach to <b>creating neighbourhoods of choice</b> through the GMSF aligned with the GM Investment Framework	GMCA TfGM	Housing, Planning & Homelessness Transport & Infrastructure
		Establish principles of a <b>GM health &amp; housing strategy</b>	H&SCP GMCA	Health & Social Care Housing, Planning & Homelessness
GMSF		Complete GMSF /transport planning exercise and <b>establish clear transport priorities for GM neighbourhoods</b>	TfGM	Transport & Infrastructure

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>Be a national leader in ending rough sleeping and reducing homelessness</b>	Strategy	Develop a strategy to <b>tackle all aspects of rough sleeping</b> across GM	GMCA	Housing, Planning & Homelessness
		Develop clear <b>pathways into affordable housing</b> for people with low to high support needs	GMCA	Housing, Planning & Homelessness
	Implementation	Ensure that local authorities are prepared for implementation of the <b>Homelessness Reduction Act</b> and that this is delivered consistently across GM	GMCA	Housing, Planning & Homelessness
		Finalise the details and begin implementation of the <b>GM Homelessness Prevention Trailblazer</b> Programme, including development of a GM Homelessness Action Network	GMCA	Housing, Planning & Homelessness
		Commission and establish a provider and investor to deliver a <b>Social Impact Bond for entrenched rough sleepers</b>	GMCA	Housing, Planning & Homelessness
		Use youth engagement programmes, employment pathways and other work experience opportunities to <b>support those that are homeless into education, training or employment.</b>	FRS	Safer & Stronger Communities
		Use estate and staff to support the delivery of services that <b>provide evening services and other support to those that are homeless</b>	FRS	Safer & Stronger Communities
		Work with regulators to <b>improve the standard of premises used as temporary accommodation</b> 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

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

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>GM will be a carbon neutral city region</b>	Strategy	<b>Research low carbon pathways</b> to 2050 and ensure low carbon is assessed in cost/benefit analyses of infrastructure investments	GMCA	Green City Region Finance & Investment
		Deliver a <b>Mayoral Green Summit</b> and associated consultation workshops leading to a post 2020 environment strategy	GMCA	Green City Region
		Hold a <b>Cycling and Walking Summit</b>	GMCA GM Moving	Culture, Arts & Leisure Transport & Infrastructure
		Continue implementation of the air quality elements of <b>GM Climate Change and Low Emissions Strategy</b> (changing travel behaviour, managing emissions, greening fleets, awareness raising)	TfGM	Transport & Infrastructure
		Develop projects and <b>commit expenditure</b> to reduce carbon emissions	GMCA	Finance & Investment Green City Region
	GMSF	Develop <b>policies and targets on low carbon energy generation and efficiency</b> to inform the GMSF	GMCA	Planning, Housing & Homelessness
<b>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</b>	Strategy	Begin implementation of <b>GM Great Places project</b>	GMCA	Culture, Arts & Leisure
		Develop <b>GM Town of Culture</b> programme	GMCA	Culture, Arts & Leisure
		Research how we can support the increasing influence of <b>social prescribing</b> 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 <b>Night Tsar</b> to promote a vibrant and safe night-time economy	GMCA	Culture, Arts & Leisure
	Funding	Agree a <b>GMCA cultural funding programme</b>	GMCA	Culture, Arts & Leisure
		Develop a GM project proposal for the <b>Great Exhibition of the North Cultural Fund</b>	GMCA	Culture, Arts & Leisure
		Progress the <b>HSBC/British Cycling Partnership</b> with GM	GMCA	Culture, Arts & Leisure
	Implementation	Establish <b>Active Outdoors Network</b> , 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 <b>sport and fitness facilities for our communities</b>	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)
<p><b>GM will have strong, inclusive communities where people feel safe</b></p>	Strategy	Produce the 2018 <b>GM Police and Crime Plan</b>	GMCA	Safer & Stronger Communities
		Develop proposals for a <b>Criminal Justice Volunteering Strategy</b>	GMCA	Safer & Stronger Communities
		Establish the <b>Cohesion Commission</b> , identify key priorities and deliver against those, including running a public facing communications campaign	GMCA	Safer & Stronger Communities
	Blue light services	Progress <b>blue light service collaboration</b> (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 <b>reduce fires and injury from fires</b>	FRS	Safer & Stronger Communities
	Partnerships	Progress the work of the GM Travel Safe partnership to improve safety on the <b>transport system</b>	TfGM GMP	Transport & Infrastructure Safer & Stronger Communities
		Strengthen <b>relationship with the faith sector</b> , to combat hate crime of all kinds	GM Interfaith Network	Safer & Stronger Communities
	<p><b>Greater Manchester will be the most resilient city region in the UK</b></p>	Strategy	As part of the 100 Resilient Cities programme, develop a <b>Preliminary Resilience Assessment</b> , to inform the development of our Resilience Strategy and resilience priorities over the next two years	GMCA GMRF
Develop a <b>GM cyber resilience strategy</b> and action plan			GMCA	Digital City Region
Operational response		Progress the <b>Kerslake Arena Review</b> of Greater Manchester's preparedness and response to the Arena attack	Independent Review	Safer & Stronger Communities
		Progress the work of the <b>Arena attack Recovery Co-ordination Group</b> 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 <b>joint response to large scale incidents and civil emergencies</b>	GMRF	Safer & Stronger Communities
		Progress the work of the task force established to the point where all residents living in <b>high-rise residential buildings</b> can be assured that their homes are safe	GMCA FRS	Housing, Planning & Homelessness

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>Reducing risk and harm to the residents of Greater Manchester</b>	Reforming the justice system	Review the Greater Manchester <b>Justice Devolution MOU and agree roadmap</b>	GMCA	Safer & Stronger Communities
		Be an early implementer and a test-bed for <b>innovative approaches to deliver new models of integrated offender management and justice services</b> , which reflect the needs of local populations	GMCA	Safer & Stronger Communities
		Develop a <b>criminal justice outcomes framework</b> for Greater Manchester	GMCA	Safer & Stronger Communities
		<b>Consolidate, sustain and evolve local models of offender management</b> at the points of arrest, sentence and release from custody	GMCA	Safer & Stronger Communities
		Mobilise the new <b>integrated custody healthcare and wider liaison and diversion service</b>	GMP GMCA	Safer & Stronger Communities
	Organised crime	Work with the Home Office to <b>tackle modern slavery and human trafficking</b> , addressing organised crime through Programme Challenger	GMP GMCA	Safer & Stronger Communities
	Victims services	Mobilise the new <b>victim services assessment</b> and referral service and develop an outcomes framework	GMCA	Safer & Stronger Communities
	Partnerships	Develop effective <b>Early Intervention and Prevention programmes</b> in partnership	GMCA	Safer & Stronger Communities
		Develop new and innovative multi-partnership approaches to <b>reduce anti-social behaviour and low level offending that negatively affect residents lives</b> through Reform workstreams	Police and Crime Panel GMCA	Safer & Stronger Communities
<b>Protecting and supporting children and young people and those that are vulnerable</b>	Reforming the justice system	Design and launch a <b>GM health and justice strategy</b>	GMCA H&SCP	Safer & Stronger Communities Health & Social Care
		Design options for a whole system approach for <b>young offenders</b> , 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 <b>GM Missing from Home project</b>	GMCA	Safer & Stronger Communities



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

Ambitions	Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
<p><b>We will work in partnership to improve the health of all GM residents</b></p>	<p>Our partnership approach will extend to a range of stakeholders across commissioning, provision, health, social care, the 3rd sector and our residents, evidenced through:</p>		
	<p>– Reduce smoking at pace through the implementation of the <b>Tobacco-free GM strategy and smoking in pregnancy standards</b> developed and agreed</p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– GM Commitment to Carers and <b>Carers Charter</b> launched with a carers support offer in place in each locality</p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Further development of the <b>VCSE assembly</b> and Reference Group</p>	H&SCP & AGMA	Health & Social Care
	<p>– Development of a GM programme for <b>person-centred and community based</b> approaches with funding agreed and resource established to support localities.</p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Pioneer, within this programme, an approach based on the strengths and assets of local residents / communities, and radical expansion of <b>'social prescribing'</b> approaches recognising contributions that housing, work, physical activity and social connections make to improving health</p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Development of a coherent offer across health and care to integrate housing into <b>health and social care delivery within the GMHSCP</b> – focussing on the priorities of <b>homelessness</b>, supported housing and Home Improvement Agency</p>	H&SCP (Strategic Partnership Board)	Health & Social Care Housing, Planning & Homelessness
	<p>– Establish Specialist Support Teams and additional crisis provision to support community teams to <b>improve the lives of people with a learning disability and/or autism</b></p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Establishment of a <b>GM cancer patient experience leadership group</b></p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Launch the <b>iTHRIVE person-centred model</b> 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)</p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Finalise the <b>investment proposition</b> for the <b>Mental Health strategy</b> (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 <b>reduce suicide</b> and improve care and support for people living with <b>dementia</b></p>	H&SCP (Strategic Partnership Board)	Health & Social Care
	<p>– Develop and begin to implement a <b>Greater Manchester Substance Misuse Strategy</b></p>	H&SCP supported by GMCA	Health & Social Care Safer & Stronger Communities
	<p>Establishment of a <b>network of leaders to embed physical activity at the heart of social prescribing approaches</b> 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</p>	GMCA supported by H&SCP GM Moving	Health & Social Care Culture, Arts and Leisure
<p>Development and expansion of the <b>Working Well system to create an integrated health and employment offer for business, workers and residents</b>, which will increase economic activity and business productivity and improve quality of life</p>	GMCA supported by H&SCP	Skills, Employment & Apprenticeships Health & Social Care	

Ambitions	Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
<b>We will work in partnership to improve the health of all GM residents</b>	<b>Submit application to Sport England</b> (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 <b>provision of sport and fitness facilities for our communities</b> and GMFRS will recruit a team of Community Fitness Volunteers	H&SCP in partnership with FRS	Health & Social Care
<b>We will work in partnership to transform care and support that our residents can access</b>	Develop a new delivery system for GM health and care services focussing on the transforming of community services and standardisation of acute services:		
	<ul style="list-style-type: none"> <li>– Continue to develop <b>Locality Care Organisations</b> 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</li> </ul>	H&SCP (through Strategic Partnership Board)	Health & Social Care
	<ul style="list-style-type: none"> <li>– LCO development supported by <b>GM Maturity Framework in 2017/18</b> setting out key functions, capabilities and outcomes to be delivered</li> </ul>	H&SCP (through Strategic Partnership Board)	Health & Social Care
	<ul style="list-style-type: none"> <li>– <b>Primary care operating as part of place-based hubs</b> serving populations of 30k to 50k:               <ul style="list-style-type: none"> <li>– Review all <b>Out of Hours GP Provision in 2017/18</b></li> <li>– Establish <b>24/7 urgent care hub</b></li> <li>– <b>GP Excellence programme</b></li> <li>– <b>GM Primary Care standards agreed and locality Investment Agreements</b> in place</li> </ul> </li> </ul>	H&SCP (through Strategic Partnership Board)	Health & Social Care
	<ul style="list-style-type: none"> <li>– Commence an evidence-based <b>3-year programme to improve the oral health of the 0–5 age population</b></li> </ul>	H&SCP (through Strategic Partnership Board)	Health & Social Care
	<ul style="list-style-type: none"> <li>– Provide facilities through wider public service partnerships for our communities to <b>undertake self-health checks</b> for blood pressure, diabetes, etc</li> </ul>	H&SCP in partnership with FRS	Health & Social Care
	<ul style="list-style-type: none"> <li>– Through Survival Academy, help build a <b>“heart-safe” Greater Manchester</b> to ensure that defibrillators are widely available across GM and begin work to develop the open public register</li> </ul>	H&SCP in partnership with FRS	Health & Social Care
	<ul style="list-style-type: none"> <li>– First stage of <b>Manchester Single Hospital Service transaction</b> completed</li> </ul>	H&SCP	Health & Social Care
	<ul style="list-style-type: none"> <li>– Advance plans for dissolution of Pennine Acute Trust</li> </ul>	H&SCP	Health & Social Care
	<ul style="list-style-type: none"> <li>– <b>Develop GM Strategy for Hospital based services</b></li> </ul>	H&SCP	Health & Social Care
	<ul style="list-style-type: none"> <li>– Develop a <b>local Maternity system</b> for GM</li> </ul>	H&SCP	Health & Social Care
<ul style="list-style-type: none"> <li>– A new <b>GM quality programme to ensure ‘care excellence’</b> within adult services, remodelling of primary and community-resources to support independence and a <b>unique new partnership with the CQC</b> to maintain a bespoke GM quality standard</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care	

Ambitions	Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
<p><b>We will work in partnership to enable better care for our residents</b></p>	ESTATES – ensure we realise the full use of assets and ensure services are as close to resident’s homes as possible:		
	<ul style="list-style-type: none"> <li>– All health and care organisations have an estates utilisation plan in place to deliver <b>&gt;80% utilisation</b></li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Agree clear <b>priorities for capital investment</b> and potential funding routes</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Identification of land that could be used for housing or employment opportunities</li> </ul>	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:		
	<ul style="list-style-type: none"> <li>– <b>Allocate £10M of digital transformation funding</b> to support the GM Digital Strategy and locality transformation plans</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Move forward at pace with the GM IM&amp;T implementation plan including;               <ul style="list-style-type: none"> <li>– Completing a <b>GM wide assessment of technology assets</b></li> <li>– Initiating cloud first strategies for organisations and GM.</li> <li>– Implementing a <b>GM public sector wifi standard</b></li> <li>– Extending our <b>GM wide H&amp;SC docman</b> solution into areas such as optometry, dental and social care</li> </ul> </li> </ul>	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:		
	<ul style="list-style-type: none"> <li>– Agree a set of principles to be embedded across public sector leadership programmes to <b>pro-actively invest in nurturing the skills and competencies</b> of our workforce</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Establish and develop a range of initiatives to ensure we <b>‘grow our own’</b> workforce in GM, including public sector approach to apprenticeships and joining up health &amp; social care careers offers</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Agree approach to developing a <b>GM employment brand</b> and commence implementation across Health &amp; Social Care to nurture a vibrant employment environment that attracts Health &amp; Social Care professionals to GM</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Provide <b>targeted support with workforce planning and hard to fill priority groups</b> to work to address skills shortages in localities and across the system</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care
	<ul style="list-style-type: none"> <li>– Assess <b>new financial incentives for graduates</b> to remain in GM and work in health services</li> </ul>	H&SCP in partnership with GMCA	Health & Social Care Skills & Employment

Ambitions	Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
<p><b>We will work in partnership to ensure research, innovation and growth informs the development of our services</b></p>	Refresh GM <b>life sciences strategy</b>	H&SCP	Health & Social Care
	<p><b>Fully establish Health Innovation Manchester (HinM) and:</b></p> <ul style="list-style-type: none"> <li>– a <b>single research hub</b> for GM, and an enhanced clinical trials unit</li> <li>– 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</li> <li>– <b>partnerships with industry</b> to advance new business models</li> <li>– an innovation access system to support and guide industry innovators</li> </ul>	H&SCP	Health & Social Care Business & Economy
	Develop and agree a <b>GM Medicines strategy</b>	H&SCP	Health & Social Care
	Agree initial <b>innovative joint working projects with Pharmaceutical industry</b> which meet GM Priorities	H&SCP	Health & Social Care
<p><b>We will work in partnership to achieve financial balance and secure the sustainability of our services for now and the future</b></p>	Ensure <b>active monitoring</b> against progress both on bridging the financial challenge and on anticipated activity changes	H&SCP	Health & Social Care
	<p>Develop the programme plans for <b>standardising clinical support and back office services</b> through five key projects on:</p> <ul style="list-style-type: none"> <li>– Corporate functions</li> <li>– Procurement</li> <li>– Hospital pharmacy</li> <li>– Pathology</li> <li>– Radiology</li> </ul>	H&SCP	Health & Social Care
	Develop the <b>GM Commissioning Framework</b> responding to the findings of the GM Commissioning Review	H&SCP	Health & Social Care
	<b>Continue to monitor progress</b> , 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)
<p><b>GM will be the first age-friendly city region</b></p>	Strategy	Launch the <b>GM Age-friendly Strategic Plan</b> , 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 <b>age-friendly transport approaches</b>	GMCA TfGM	Equality, Fairness & Inclusion Transport & Infrastructure
		<b>Embed physical activity consistently into care pathways</b> for those with Long Term Conditions with appropriate support and provision available locally	GMCA GM Moving	Culture, Arts & Leisure
	Implementation	Launch <b>GM age-friendly kitemark</b> 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 <b>campaign to promote positive images of ageing</b>	GMCA	Equality, Fairness & Inclusion
		Launch the <b>next phase of the £10m GM Ambition for Ageing programme with GMCVO</b> 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 <b>loneliness and intergenerational links</b> , including volunteering opportunities for older people	GMCA	Equality, Fairness & Inclusion
		Work with partners to develop a <b>falls response service</b> , 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
<p><b>GM will be recognised as a global centre of excellence for ageing</b></p>	International networks	Join the World Health Organisation's <b>global network of age-friendly cities</b> and co-host visits from a range of international cities	GMCA	Equality, Fairness & Inclusion
	Education and dissemination	Host expert <b>briefings and events on key ageing-related topics</b> , including inequalities in later life; sex and intimacy in later life; and future of housing and ageing	GMCA	Equality, Fairness & Inclusion
		<b>Publish and promote:</b> 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 <b>GM centre for Ageing and Culture</b>	GMCA	Equality, Fairness & Inclusion
	Funding	Lead and participate in a range of <b>international initiatives</b> 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

Ambitions	Priority actions: in the next 6 months we will...		Lead(s)	Lead portfolio(s)
<b>GM will see increased levels of economic participation in the over 50s, with our older people remaining economically active for longer</b>	Employment charter	<b>Integrate age-friendly employment into the GM Employment Charter</b> , including hosting an Employers' summit on older workers and age-friendly workplaces	GMCA	Equality, Fairness & Inclusion
	In work support	Develop and test new approaches to <b>support older people to secure and retain employment</b> through Working Well and the Ageing Hub	GMCA	Skills, Employment & Apprenticeships Equality, Fairness & Inclusion
	Into work support	Report on the <b>CFAB/CLES project into unemployment in mid-life</b> .	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)
<b>Enabler 1 – Communities in control</b>	Provide <b>more accessible ways for people and communities to engage with and influence decision making</b> , 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	
<b>Enabler 2 – People at the heart of everything we do</b>	Develop a <b>GM approach to workforce development</b> and redesign of future roles, informed by place-based integration early adopters, and a bank of best practice	GMCA	Policy & Strategy
	Develop <b>new approaches to performance management and evaluation</b> designed around what matters to people, aligned to the GM Outcomes Framework	GMCA	Policy & Strategy
	Develop <b>new approaches to public service delivery</b> , by working with communities, understanding what matters and utilising their assets	GMCA	Policy & Strategy
	Drawing on best practice within GMP, TfGM, GMFRS, GMWDA and GM districts, develop a <b>GMCA-wide approach to satisfying the requirements of the statutory Equality Duty</b> , 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 <b>police workforce</b> to identify areas where warranted and civilian staff wish to raise concerns or see improvements	GMP GMCA	Safer & Stronger Communities

Enabler	Priority actions: in the next 6 months we will...	Lead(s)	Lead portfolio(s)
<b>Enabler 3 – An integrated approach to place-shaping</b>	Make progress towards the development of <b>locality-based single budgets</b> , beginning with a single budget for defined place within an exemplar locality	GMCA	Policy & Strategy
	Develop a local implementation plan for the <b>roll-out of Place-based Integration models</b> 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, <b>operational information governance solutions, and analytical solutions which support our future ambitions for reform</b> , 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 <b>integrated land use and infrastructure plan</b> for GM through GMSF	GMCA TfGM	Transport & Infrastructure Housing, Planning & Homelessness
	Develop an <b>integrated GM Investment Framework</b> to enable an integrated based placed approach, which reflects existing investment activity and future funding (including post Brexit regional funding)	GMCA	Policy & Strategy
	Continue to develop <b>MappingGM</b> as a platform for place-based information sharing, visualisation, and analysis	GMCA GM Connect	Digital City Region
<b>Enabler 4 – Leadership and accountability</b>	<b>Build ‘place leadership’ capacity</b> 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 <b>Reform Board strategic agenda and activity around delivery of four key priorities;</b> School Readiness, Work Readiness, Homelessness and Ageing Well	GMCA	Policy & Strategy
	Hold monthly <b>Mayoral Question Times</b>	GMCA	Policy & Strategy
	Refresh <b>GMCA website and GMS communications strategy</b>	GMCA	Policy & Strategy
	Establish appropriate <b>reporting arrangements for GMS</b>	GMCA	Policy & Strategy
	Establish and deliver new <b>GMCA scrutiny arrangements</b>	GMCA	Policy & Strategy
<b>Enabler 5 – Taking control of our future</b>	Continue to <b>identify future asks of Government</b> , 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 <b>ensure existing devolution deals are fully implemented</b>	GMCA	Policy & Strategy