

# Greater Manchester Strategy Implementation Plan and Performance Dashboard – October 2018 update

The 2017 Greater Manchester Strategy (GMS) sets out a commitment to develop an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, the GMCA agreed a two year Implementation Plan with the inclusion of ambitions to be achieved by 2020, and delivery milestones for the first six months (to October 2018).

The GMS Performance Dashboard has been developed to sit alongside the Implementation Plan, to provide a better understanding of performance in the round. The performance dashboard metrics will help us to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes we are seeking to track.

This performance report provides an update of progress against the agreed delivery milestones under each GMS priority after the first six months delivery, and an assessment of GM's current likelihood to achieve the actions agreed to be delivered by 2020. The performance report combines the delivery update information with the performance dashboard update, to produce a single document demonstrating current progress, highlight any challenges, and to capture the actions to be delivered in the coming six months in support of achievement of GMS ambitions.

## Performance Summary:

### Priority 1 (Children starting school ready to learn):

- Performance against the agreed milestones has mainly gone well in the first six months delivery, and many of the actions to be achieved by 2020 are deemed to be on track, although successful delivery of many of these actions is reliant on extensive and diverse partnership working arrangements and delivery commitments across a range of GM agencies. The notable exception, given a red RAG rating, is the action to develop a single, consistent and high quality workforce development programme; corrective action is focusing on developing a comprehensive ask of government and local partners to deliver against the ambition.
- Most of the performance data demonstrate positive progress, but two of the headline indicators are lagging in terms of trajectory towards achieving the stated 2020 targets. Recent improvement in the quality of GM early years settings is a good sign, as it should underpin further progress against the headline 'good level of development' measure.

### Priority 2 (Young people equipped for life)

- Progress against the 2020 actions under priority 2 are rated green or amber, indicating that they are either on track or progressing towards achieving the action but with some additional support or corrective actions needed.
- The performance indicators show a mixed picture. The proportion of 16-17 year olds who were NEET (not in employment, education and training) at the end of 2017 was slightly higher than the previous year, and significantly above the national average. Whilst progress at Key Stage 2 is positive, Key Stage 4 performance has worsened slightly. The latest data on Looked After Children have not yet been released, but are likely to show that numbers will have increased again, highlighting the need for early intervention and prevention.

### Priority 3 (Good jobs, with opportunities for people to progress and develop)

- The actions for this priority are broadly on course to be achieved by 2020, although there are two actions which are amber-rated actions as they have not progressed as initially envisaged.
- Performance indicators suggest that some of GM's ambitions will not be met without further intervention, particularly around apprenticeships where there has been a marked reduction in the number of starts. The downturn in apprenticeship numbers does, however, mirror the national data, and is driven by employer uncertainty over the introduction of the apprenticeship levy.

### Priority 4 (A thriving and productive economy in all parts of Greater Manchester)

- The majority of Implementation Plan actions and performance dashboard targets for this priority are thought to be on track to be achieved. Delays with the GMSF mean that the action to support growth in the regional centre, town centres and strategic employment sites is rated amber. The UK's decision to leave the EU could threaten achievement of ambitions to grow GM's trade and investment links with the rest of the world.
- GVA per job stands out as the headline dashboard measure where performance is weaker, reflecting GM's enduring productivity gap. Brexit could impact across the suite of indicators, threatening currently strong performance on employment, business growth and inward investment. The aggregate GM reporting also masks considerable variance across both localities and population groups, highlighting the importance of addressing the distributional aspects of growth across GM.

### Priority 5 (World-class connectivity that keeps Greater Manchester moving)

- The Implementation Plan actions are either on track, or flagged as amber for achievement of the actions by 2020. The actions shown as amber are reliant on discussions with government regarding establishing a new GM Transport Fund, confirming a long term investment plan with TfN and government to establish GM at the heart of future HS2 and Northern Powerhouse Rail (NPR) networks, and improving performance of our transport networks.
- The performance indicators demonstrate a mixed picture, although good progress is highlighted against the targets for particulate matter (PM2.5) and median download speeds across fibre, mobile and wireless.

#### **Priority 6 (Safe, decent and affordable housing)**

- There have been delays in progressing actions related to delivering the housing needs of residents, particularly due to delays in establishing the GM Place team and GMSF. Good progress has however been made against the homelessness and rough sleeping actions under this priority, with these 2020 actions on track.
- Updated data are not yet available on either of the two headline Performance Report measures, but the latest reported data indicate that GM is on track to deliver against its net additional homes target. Conversely, while we are thought to be on course to deliver the Implementation Plan actions on homelessness and rough sleeping by 2020, the latest (2017) data show that performance against the target to end rough sleeping by 2020 is lagging significantly.

#### **Priority 7 (A green city-region and a high quality culture and leisure offer for all)**

- GM appears to be on track to meet most of its Implementation Plan milestones and performance targets under this priority. Actions currently rated as amber, are reflective of the scale of the work required in order to achieve the 2020 action.
- However, we perform significantly below the national average on local renewable energy production, and the action to accelerate deployment of energy generation / efficiency technologies is flagged as amber.

#### **Priority 8 (Safer and stronger communities)**

- GM is thought to be on track to deliver the Implementation Plan actions in this area by 2020, with the exception of two amber-rated actions: development of tailored responses to meet the needs of victims of crime; and implementation of a consistent approach to complex safeguarding.
- Updated performance indicators show that personal crime has reduced over the last year and is significantly below the national comparator. However, household crime has increased (although some of this increase may be down to improved police recording), with the gap between GM and the national position widening.

#### **Priority 9 (Healthy lives, with quality care available for those that need it)**

- Good progress is being made on a number of the Implementation Plan actions and key indicators, but some risks are flagged where we are thought not to be on track to deliver our 2020 ambitions. Of the actions flagged as amber: the establishment of a fully integrated health and social care system, where variability in Local Care Organisation development is a concern; and progress in reconfiguring acute services to deliver more consistent clinical standards across GM settings.
- Updated data were not available on the three headline premature mortality measures in the Performance Report, and impact of health and social care transformation activity on these areas will only be demonstrated in the medium to longer-term. However, of those measures that have updated, the majority demonstrate improvement, albeit not yet at the pace required to meet 2020 targets or to address the gap with the national average.

#### **Priority 10 (An age-friendly Greater Manchester)**

- GM is generally thought to be on track to deliver its Implementation Plan ambitions under this priority, although progress in developing ten locality plans for age-friendly neighbourhoods is behind target and rated amber.
- In terms of the Performance Report measures, GM's progress is generally slightly behind target (shown as amber), with the exception of the employment rate for 50-64 year-olds, where performance has been stronger than expected.

#### **Enablers and ways of working**

- The 2020 actions are largely deemed to be on track and rated either green or amber. Amber actions are generally reflective of the scale of change required to achieve the 2020 target, or where some progress has, to date, been slower than expected. However, two actions are rated red: development of integrated whole system approaches to budget setting and resource management; and agreement of a long-term devolutionary settlement, including policy freedoms and flexibilities, financial settlements, fiscal tools and regulation. Both depend upon the support and active involvement of government. GM continues to actively engage in the Budget and Spending Review processes and positive discussions are ongoing with a number of departments, it is not thought likely that there will be significant progress with devolution or long-term budget setting, given the government's focus on preparations for leaving the EU.

### Priority 1 (Children starting school ready to learn):

- Performance against the agreed milestones has mainly gone well in the first six months delivery, and many of the actions to be achieved by 2020 are deemed to be on track, although successful delivery of many of these actions is reliant on extensive and diverse partnership working arrangements and delivery commitments across a range of GM agencies. The notable exception, given a red RAG rating, is the action to develop a single, consistent and high quality workforce development programme; corrective action is focusing on developing a comprehensive ask of government and local partners to deliver against the ambition.
- Most of the performance data demonstrate positive progress, but two of the headline indicators are lagging in terms of trajectory towards achieving the stated 2020 targets. Recent improvement in the quality of GM early years settings is a good sign, as it should underpin further progress against the headline 'good level of development' measure.

#### Priority 1: Children starting school ready to learn

By 2020 we will... (RAG rating on overall progress towards achieving 2020 action)	Comment on assessment of GM's ability to achieve 2020 action	Apr-Sep 2018 Milestone	Apr-Sep 2018 Milestone Performance Update	New Milestone Oct 2018 – Mar 2019
1.1 Develop a single <b>consistent and high quality workforce development programme</b> and roll out to place-based teams and early years settings	Activity is currently off track, with limited ability of achieving 2020 target due to complexity & breadth of scope. Early work is now underway to develop comprehensive ask of Gov and local partners to deliver against this ambition.	Identified the skills, knowledge and competencies needed to deliver future early years services	Review of skills, knowledge and competencies against best practice pathways underway. Further detailed analysis to be completed across EYDM	<ul style="list-style-type: none"> <li>• Detailed analysis completed informing development of sustainable workforce strategy</li> <li>• Work undertaken with EYs training providers, ensuring EYs and childcare initial and post qualification training and development programmes include GM EYDM focus and use of assessment and intervention tools</li> <li>• Develop comprehensive ask of Gov and local partners for a single consistent high quality workforce development approach</li> </ul>
1.2 Develop and roll out a <b>digital Early Years Record</b> across GM	Activity is on track to achieve 2020 action, predicated on a significant funding ask being agreed by CA	<p>Ensured that mobile devices are available for Health Visitors with relevant digital licenses across GM and secured investment for wider digital solution requirements</p> <p>Completed historic paper intelligence digitisation pilot in Oldham, evaluated and developed business case for wider roll out across GM</p>	<p>Mobile devices rolled out across 8 localities, 2 in progress. Investment case for wider digital solution requirements near completion. Localities identified for early adopter status of an early years digital solution.</p> <p>Good progress has been made and the evaluation is well underway for the historic digitisation pilot. This is due for completion end of October 2018 and the findings will be shared across GM.</p>	<ul style="list-style-type: none"> <li>• Tender exercise for Early Years digital solution completed. Implementation of digital solution in early adopters sites commenced.</li> <li>• Project evaluation report shared with appropriate stakeholders with options for historic paper digitisation approach to be rolled out across GM. Delivery in 2 further districts underway.</li> </ul>
1.3 Deliver a programme of engagement with schools to support them to become <b>leaders in early years</b>	Delivery is dependent on factors not currently all within GMCA control, e.g. partner engagement and resourcing, information sharing (reliant on ICO)	Consulted with Head teachers and scoped a leadership role for schools within the GM early years model	Engagement and consultation with all GM maintained Nursery School head teachers on leadership role within the GM model.	<ul style="list-style-type: none"> <li>• Partnership model of System Leadership with Nursery Schools developed</li> </ul>
1.4 Develop and implement <b>integrated support services</b> for families with more complex needs	Activity is on track to achieve 2020 action	Reviewed best practice to inform the development and design of a new pathway for addressing complex needs	Best practice across GM reviewed and GM standards in development	<ul style="list-style-type: none"> <li>• GM standards for complex needs pathway agreed and aligned with broader transformation programme for Children's Services.</li> </ul>
1.5 Develop and roll out a <b>consistent high quality antenatal care package</b> across GM	Progress against 2020 action has been slower than originally envisaged due to the complexity of working across multiple partners and places	Reviewed and identified existing evidence based antenatal parenting classes to inform development of a new antenatal care package	Mapping of current antenatal provision in GM commenced. Evidence-based antenatal provision being piloted in Salford and evaluation to be carried out by University of Manchester.	<ul style="list-style-type: none"> <li>• GM antenatal care package designed and agreed</li> </ul>

1.6 Ensure access to high quality speech, language and communication support to all children who need it	Activity is on track to achieve 2020 action	Evaluated current approaches and provision to develop future options	Evidence-based pathway for speech, communication and language developed and being implemented across GM. Small innovation interventions being testing in some localities.	<ul style="list-style-type: none"> <li>Consistent implementation of WELcomm assessment tool across GM. Population behaviour change approach to influence parent behaviour piloted across GM in partnership with BBC and BIT.</li> </ul>
1.7 Support all early years providers to be good or outstanding	Progress to date has been slower than anticipated, however a dedicated team is now progressing this work with the hope of achieving the 2020 target	Designed a new package of support for early years providers	Initial conversations with DfE and Ofsted to explore how a partnership model can be developed making better use of the intelligence held a LA level to inform Ofsted inspection priorities and the new provider registration.	<ul style="list-style-type: none"> <li>Worked with Ofsted to establish what it would take to reach 100% good or outstanding settings and scope package of support for early years providers.</li> </ul>

# Priority 1 - Children starting school ready to learn

## GMS targets

By 2020, we will meet or exceed the national average for the proportion of children reaching a 'good level of development' by the end of reception

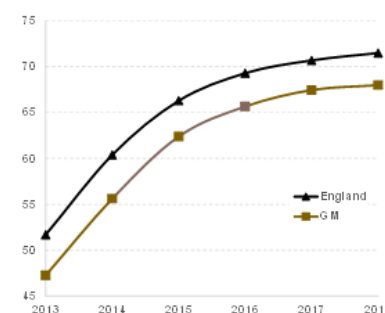


**68.0%**

of children in GM had reached a 'good level of development' by the end of reception, as of 2018

**3.5 percentage points** below the national average

**0.5 percentage points** higher than 2017



Proportion of children who are school ready at 5 years old (2018) and percentage point change on the previous year

Bolton	67.5	1.4
Bury	70.9	2.2
Manchester	66.9	0.7
Oldham	64.1	0.4
Rochdale	66.2	2.4
Salford	67.4	-0.2
Stockport	70.0	-1.6
Tameside	65.7	-0.3
Trafford	75.3	2.3
Wigan	68.6	-0.7
<b>GM</b>	<b>68.0</b>	<b>0.5</b>
England	71.5	0.8

By 2020, 70 **fewer very small babies** will be born every year, narrowing the gap with the projected national average for the number of low birth weight, at-term births

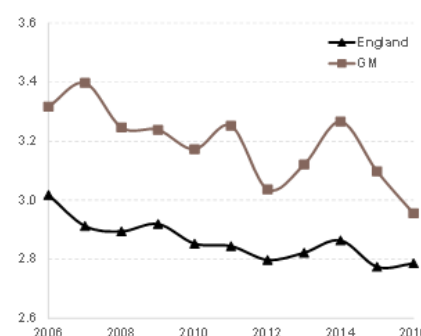


**3.0% (973)**

of live births at term were low birth weight (<2500g) in 2016

**0.1 percentage points** ahead of the expected target trajectory

**0.1 percentage points (16)** fewer than 2015



Proportion of at term births that were low birth weight (<2500g) in 2016

Bolton	2.9
Bury	2.4
Manchester	3.3
Oldham	3.7
Rochdale	3.3
Salford	2.8
Stockport	2.0
Tameside	3.2
Trafford	2.2
Wigan	2.9
<b>GM</b>	<b>3.0</b>
England	2.8

By 2020, all early years settings will be rated 'good' or 'outstanding' by OFSTED, an increase from 90% in 2016



**93.6%**

of early years settings were rated as 'good' or 'outstanding' as of March 2018

**0.3 percentage points** behind the expected target trajectory

**2.0 percentage points** higher than March 2017

% of inspected providers rated as good or outstanding as of March 2018, and percentage point change since March 2017

Bolton	94.9%	0.6
Bury	96.1%	2.8
Manchester	87.8%	3.1
Oldham	94.2%	3.9
Rochdale	95.8%	4.0
Salford	91.7%	1.8
Stockport	95.7%	-0.7
Tameside	94.5%	3.8
Trafford	96.3%	1.5
Wigan	91.9%	1.0
<b>GM</b>	<b>93.6%</b>	<b>2.0</b>
England	94.2%	0.8

## Supporting indicators

As of Q1 2018/19, **11.9%** of GM mothers were known to be smokers at the time of delivery, down **0.5 percentage points** compared to the same quarter in the previous year

**1.5 percentage points** above the England average



The rate of dental extractions with decay as the primary diagnosis amongst GM

0-4 year olds was **33 per 10,000** in 2016-17, largely unchanged when compared to the previous year

**50% higher than the England average (22 per 10,000)**



## Context and challenges

- Greater Manchester has seen an improvement in school readiness from 47.3% in 2013 to 68.0% in 2018. However, although the gap with the national average narrowed from 4.4 percentage points in 2013 to 3.2 in 2017, it remains significant and has increased slightly over the last year (to 3.5 percentage points). There is considerable variance both across and within localities, and a strong correlation between lower levels of school readiness and deprivation. In order to meet or exceed the national average by 2020, collective effort across all GM districts will be required.
- Positive improvement has been seen across the majority of indicators reported, with a significantly higher proportion of early years settings rated 'good' or 'outstanding' by OFSTED, which should support further improvement in school readiness as these children move into compulsory education. However, GM still lags the national average on all measures, most particularly on smoking in pregnancy and children's oral health, both of which are priority areas under the GM Population Health Plan.
- Improved early years outcomes are a fundamental foundation for achieving our ambitions across the GMS priorities. We are producing a comprehensive school readiness plan to deliver the investment and implementation of reforms required to drive improvements in school readiness in every part of GM; as part of this plan, we are engaging with schools to support them to become leaders in early years, and developing a consistent workforce development programme for roll-out to place-based teams and early years settings.



## Priority 2 (Young people equipped for life)

- Progress against the 2020 actions under priority 2 are rated green or amber, indicating that they are either on track or progressing towards achieving the action but with some additional support or corrective actions needed.
- The performance indicators show a mixed picture. The proportion of 16-17 year olds who were NEET (not in employment, education and training) at the end of 2017 was slightly higher than the previous year, and significantly above the national average. Whilst progress at Key Stage 2 is positive, Key Stage 4 performance has worsened slightly. The latest data on Looked After Children have not yet been released, but are likely to show that numbers will have increased again, highlighting the need for early intervention and prevention.

### Priority 2: Young people equipped for life

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
2.1 Put in place a flexible yet consistent approach to the commissioning of Children's and Young People's services embedded across GM; ensuring more young people get the right support at the right time	Activity is currently slow due to the complexity of linking all commissioning services. Corrective actions and plans are in place to increase activity	Identified opportunities to improve young people's transitions into early adulthood through GM commissioning processes	Through the work of the Education & Employability Board and the Reform Board there is now more focus on how as GM partners we commission more smartly to ensure young people gain the right support. The Youth Combined Authority is working with health and care leavers to highlight the barriers that commissioning creates.	<ul style="list-style-type: none"> <li>Report progress on commissioning with health, particularly around mental health to Reform Board, and agree delivery of joint actions and next steps</li> </ul>
2.2 Develop and implement GM model for enabling school improvement, including raising attainment of English, maths and digital	Changes to GCSE recording has had an impact on results this year. There is a good amount of activity to support this priority.	Developed an outline proposal with schools and DCS' around a model to enable GM School Improvement model	Established an Education and Employability Board. Work has been focused around data analysis; combining analysis from local Children's Services with GMCA and Manchester University work on educational outcomes for specific groups. Early work in maths is being developed, as well as approaches to a GM model for school improvement.	<ul style="list-style-type: none"> <li>Education &amp; Employability Board activity to focus on improvements in schools</li> <li>Life Readiness strands to target support for less advantaged young people</li> <li>GM Careers Hub is working with 36 schools/colleges</li> <li>Continued focused activity on maths in schools and colleges, through work with GM Colleges Group and Education &amp; Employability Board</li> <li>Project co-ordinator recruited for digital skills programme and iDEA roll out.</li> <li>Roll out of iDEA across GMCA and support development of partner plans to promote within key target groups</li> </ul>
		Established an English and Maths Group to lead the development of a GM English & Maths Strategy within the GM Colleges Group	GMCA has commissioned work to support the talent pipeline in digital as well as teachers at a value of £600K which is out on the Chest now. Work underway with DfE to ensure projects that are providing support to Alternative Provision facilities are aligned with GM.	
		Began roll out the iDEA digital enterprise award programme to all secondary school students across GM	Stakeholder workshop held to promote iDEA and develop partner action plans. LAs are starting to roll out iDEA across their areas. Progress slower than expected due to lack of capacity, which will be rectified by end-2018.	
2.3 Develop and embed Curriculum for Life (CfL) from primary to post 16; that encompasses universal support and a more targeted offer for those that need it	Activity is on track to achieve 2020 action	Design and develop the CfL with a view to commissioning in early 2019, capturing views of young people, schools and partners	CfL designed in consultation with the Youth Combined Authority and is now at the implementation stage. Programme manager appointed to support with this work.	<ul style="list-style-type: none"> <li>Develop CfL implementation plan. Focus on development of good examples of experiences of the world of 'work</li> </ul>
	Activity is on track to achieve 2020 action	Consulted and gone out to commission a Young Person's Career Portal, including a UCAS Style Application Process	Consultation completed and the Careers Portal is now at a draft specification point. A market engagement event will be held in October. Work is on track to implement the portal from September 2019.	<ul style="list-style-type: none"> <li>Market engagement and tender process for CfL.</li> <li>Continue to roll out Bridge GM until full capacity</li> <li>Year 1 of Bridge GM Careers Hub – 36 schools and colleges implement a robust Careers Programme meeting the Gatsby Benchmarks</li> </ul>
		Expanded roll out of BridgeGM	The number of schools/colleges working with GMCA is currently 125/230 and expected to be at least 180 by December 2018.	

2.4 Develop and implement a <b>Young Person's Careers Portal</b> and ensure that all young people have at least one high quality engagement with an employer to give clear line of sight to the employment opportunities that GM offers		Committed to resource sharing with JCP Support 4 Schools team	Worked with JCP and had joint meetings/training and shared objective.	
		Bid application was submitted to the Careers and Enterprise Company to pilot a Careers Hub	GM was successful in being one of twenty LEP areas to Pilot a Careers Hub. A Hub lead has been appointed and a launch held on 3 <sup>rd</sup> October. 36 schools and colleges are involved.	
2.5 Significantly improve GM's technical education offer, with high quality apprenticeships and T-level qualifications; working with the business and skills sector to ensure people gain the <b>skills, knowledge and experience that employers need</b>	Delays in DfE timetable puts this action at risk.	Scoped three initial occupational routes for T-level provision	GM is working with the Gatsby Foundation to develop a local area programme supporting GM colleges to deliver T levels. Three routes have been identified (digital, health/science and Engineering/Manufacturing).	<ul style="list-style-type: none"> <li>• GM Employment &amp; Skills Advisory Panel established with DfE &amp; DWP representation</li> <li>• Developed Industrial Placement Strand, through planned events.</li> <li>• Developed employer engagement strands and identified three T level champions from industry.</li> <li>• Knowledge &amp; understanding of technical and vocational pathways improved in schools, through the Careers Hub</li> <li>• Create at least 500 apprenticeship starts by Mar 2020, through launch and delivery of SME apprentice support package. Engagement with levy payers to understand issues, influence levy spend and identify transfer / pooling options</li> <li>• Action plan developed and delivered to promote apprenticeship opportunities in the public sector.</li> <li>• Began work with Institute for Apprenticeships to ensure standards meet needs of GM employers.</li> <li>• Employer engagement CPD programme launched, ensuring high quality, impartial advice to business.</li> <li>• Core entitlement developed allowing more Care Leavers apprenticeship access.</li> <li>• Targeted support commissioned for less advantaged young people across GM to increase their career opportunities and progression.</li> </ul>
		Developed a programme of engagement with employers to drive Apprenticeship take up	Work underway to develop a support package to increase the volume of apprenticeships within SMEs. Joint meetings with National Apprenticeship Service account manager and GM's large levy payers have begun to better understand their perspective and encourage levy investment within GM	
		Rolled out three Public Sector Flagship apprenticeship programmes	Ongoing conversations across the public sector to facilitate collaboration	
		Developed pilot models for flexible apprenticeships (e.g. part time roles)	Work in progress - now need to encourage public sector organisations to adopt the model.	
2.6 Design and deliver a <b>consistent offer for care leavers across GM</b>	Activity is on track to achieve 2020 action	Consistent offer scoped by a new Looked After Children / Care Leavers Board	GM Care Leavers Trust established to oversee this area of work and develop an agreed standard for GM's Care Leavers. Project Manager also appointed to drive this work forward.	<ul style="list-style-type: none"> <li>• Care leavers offer rolled out across GM</li> <li>• Independent evaluation completed. Final report and recommendations assessed by DCS'. Pending decision to proceed and funding agreement, a procurement exercise will take place in January 2019.</li> <li>• Final report and recommendations of LAC / care leavers offer assessed by Directors' of Children's Services.</li> </ul>
		Completed evaluation of Looked After Children analysis tool and prepared the case for wider roll out	Analyst workbench successfully launched as pilot in all localities. User survey completed to inform functionality. Independent evaluation of impact underway. Direct import of data from council being tested by MCC.	
		Work with DCS' to develop and implement a plan for more efficient and effective management of the LAC placement market	Enhanced offer of support for GM's LAC / care leavers is in development with partners from health, housing, transport, JCP.	

2.7 Embed <b>early intervention and preventative services in place based teams across GM</b>	Activity is on track to achieve 2020 action	Launched a GM Early Intervention & Prevention strategy	The GM Early Intervention & Prevention Strategy has been refreshed to bring it up to date with GM's wider reform ambitions. The Strategy has yet to be formally launched but its core principles have been promoted through other means to enable GM to move towards the ambition of embedding early intervention and prevention services in place-based teams.	<ul style="list-style-type: none"> <li>• Early Intervention &amp; Prevention Strategy revisited by GM Children's Programme, to establish ways of embedding core elements / principles within wider place based delivery model</li> <li>• GM NEET strategic action plan agreed</li> <li>• Data Visualisation pilot for complex families completed and evaluation produced.</li> <li>• Additional baselining with all GM Districts completed.</li> <li>• Pending approval to proceed and funding agreement, procurement to begin Jan 2019, with view to rolling out GM wide solution.</li> </ul>
		Develop a data-sharing protocol for identifying young people at-risk of NEET and the tracking of NEETs across LA boundaries across GM	This has not happened as a wider peer review took place across the 10 LAs and key priorities for an implementation plan were agreed. A programme Manager has recently been appointed to support this work and will lead actions to look at data sharing and other key priorities to support young people at risk of NEET or NEET and Not Known.	
		Completed the Data Visualisation pilot for complex families, evaluated, and prepared the case for wider roll out	Pilot due to be complete by December, delayed due to IG and legal capacity constraints in pilot areas. Data to be transferred to MCC in Oct. Review with systems supplier on future functionality and model underway.	
2.8 Develop a <b>targeted offer for young people who require the support of multiple services</b> , ensuring that all individuals are supported to achieve their potential, including those at risk of NEET, NEET and those hidden young people	The latest NEET data has not yet been published, but the milestones and indicators suggest more needs to be done to achieve the GMS target reduction	Initiated the development of a Further Education strategy for prevention / early intervention of mental health issues	<ol style="list-style-type: none"> <li>1. Good progress made on the Life Ready agenda at the Reform Board and with partners. Commitment has been made to focus initial activity on: Curriculum for life with a focus on Experience of the world of work; Care Leavers Guarantee; Life ready measurement.</li> <li>2. A schools mental health pilot has been commissioned to look at a rapid response model within schools.</li> <li>3. ESF NEET provision is doing well and a new contract will be commissioned through the ESFA for 2019.</li> <li>4. Digital Skills has been commissioned for a talent pipeline supporting young people to engage with digital and ensure teachers have a good understanding of the industry.</li> </ol>	<ul style="list-style-type: none"> <li>• BridgeGM extended to ensure reach to all GM schools &amp; colleges; with a view for targeted careers support for disadvantaged young people.</li> <li>• Education &amp; Employability Board focus on disadvantaged young people and approach to share best practice &amp; raise attainment in schools.</li> <li>• Deliver targeted support for flexible apprenticeships for learners with learning difficulties or disabilities.</li> <li>• Designed and developed Careers Portal, for UCAS style system across GM.</li> <li>• Continued joint working with JCP to develop Youth Obligation offer</li> <li>• Secure Big Lottery funding and suitable GM match funding to deliver developed target offer</li> <li>• Work with LAs to finalise a collaborative action plan as part of the GM NEET action plan development</li> </ul>
		Worked with JCP on a youth obligation offer across GM	Limited progress as there is no clear Youth Obligation at present with JCP.	
		Work with the VCSE sector around the 'hidden young people' research report to identify the need for a targeted offer	<p>Targeted offer developed.</p> <p>Application made to Big Lottery for funding; stage 1 successful, stage 2 submitted. Suitable GM match funding identified (Youth Contract).</p> <p>Also supporting development of Career Portal to ensure it meets needs of this group.</p>	



## Priority 2 – Young people equipped for life

### GMS targets

<p>By 2020, there will be 1,000 fewer <b>looked after children</b> in GM, a reduction of more than 20% on 2016 levels</p> <p><b>A</b> ↓</p>	<p>By 2020, the proportion of <b>GM Key Stage 2 pupils</b> achieving the expected level of attainment in reading, writing and maths (RWM) will continue to meet or exceed the England average</p> <p><b>G</b> ↑</p>	<p>By 2020, we will meet or exceed the national average Attainment 8 score per pupil at the end of Key Stage 4, with all districts demonstrating significant progress in closing the attainment gap across their schools</p> <p><b>A</b> ↓</p>	<p>By 2020, the number of 16-17 year-olds who are <b>NEET (not in education, employment or training)</b> will be below the national average in all GM districts, as will the number whose activity is not known to the local authority</p> <p><b>R</b> ↓</p>	<p>By 2020, the number of <b>unemployed 16-19 year olds</b> will have fallen from 13,300 in 2016 to 12,000, a reduction of 10% over the period</p> <p><b>G</b> ↑</p>																																																																																																																																																																																																			
<p>As of March 2017, there were <b>5,245 looked after children</b> in GM, <b>up by 135</b> compared to March 2016</p> <p><b>8.5%</b> behind the target trajectory</p> <p><b>Rate per 10,000 children &lt;18</b></p> <table><tr><th></th><th>2016</th><th>2017</th><th>Change</th></tr><tr><td>Bolton</td><td>85</td><td>87</td><td>2.4%</td></tr><tr><td>Bury</td><td>72</td><td>82</td><td>13.9%</td></tr><tr><td>Manchester</td><td>107</td><td>97</td><td>-9.3%</td></tr><tr><td>Oldham</td><td>72</td><td>84</td><td>16.7%</td></tr><tr><td>Rochdale</td><td>95</td><td>89</td><td>-6.3%</td></tr><tr><td>Salford</td><td>103</td><td>95</td><td>-7.8%</td></tr><tr><td>Stockport</td><td>47</td><td>53</td><td>12.8%</td></tr><tr><td>Tameside</td><td>87</td><td>105</td><td>20.7%</td></tr><tr><td>Trafford</td><td>61</td><td>70</td><td>14.8%</td></tr><tr><td>Wigan</td><td>72</td><td>66</td><td>-8.3%</td></tr><tr><td><b>GM</b></td><td><b>82</b></td><td><b>84</b></td><td><b>1.6%</b></td></tr><tr><td>England</td><td>60</td><td>62</td><td>3.3%</td></tr></table>		2016	2017	Change	Bolton	85	87	2.4%	Bury	72	82	13.9%	Manchester	107	97	-9.3%	Oldham	72	84	16.7%	Rochdale	95	89	-6.3%	Salford	103	95	-7.8%	Stockport	47	53	12.8%	Tameside	87	105	20.7%	Trafford	61	70	14.8%	Wigan	72	66	-8.3%	<b>GM</b>	<b>82</b>	<b>84</b>	<b>1.6%</b>	England	60	62	3.3%	<p><b>64%</b> of GM Key Stage 2 pupils achieved the expected level of attainment (RWM) in 2018, <b>up from 62%</b> in 2017*</p> <p><b>Equal to the England average</b></p> <table><tr><th></th><th>2017</th><th>2018</th><th>Change</th></tr><tr><td>Bolton</td><td>61</td><td>64</td><td>4.9%</td></tr><tr><td>Bury</td><td>63</td><td>63</td><td>0.0%</td></tr><tr><td>Manchester</td><td>60</td><td>60</td><td>0.0%</td></tr><tr><td>Oldham</td><td>57</td><td>62</td><td>8.8%</td></tr><tr><td>Rochdale</td><td>56</td><td>60</td><td>7.1%</td></tr><tr><td>Salford</td><td>61</td><td>64</td><td>4.9%</td></tr><tr><td>Stockport</td><td>64</td><td>66</td><td>3.1%</td></tr><tr><td>Tameside</td><td>60</td><td>63</td><td>5.0%</td></tr><tr><td>Trafford</td><td>72</td><td>75</td><td>4.2%</td></tr><tr><td>Wigan</td><td>66</td><td>69</td><td>4.5%</td></tr><tr><td><b>GM</b></td><td><b>62</b></td><td><b>64</b></td><td><b>3.2%</b></td></tr><tr><td>England (state schools)</td><td>62</td><td>64</td><td>3.2%</td></tr></table> <p>* Provisional data, not yet finalised</p>		2017	2018	Change	Bolton	61	64	4.9%	Bury	63	63	0.0%	Manchester	60	60	0.0%	Oldham	57	62	8.8%	Rochdale	56	60	7.1%	Salford	61	64	4.9%	Stockport	64	66	3.1%	Tameside	60	63	5.0%	Trafford	72	75	4.2%	Wigan	66	69	4.5%	<b>GM</b>	<b>62</b>	<b>64</b>	<b>3.2%</b>	England (state schools)	62	64	3.2%	<p>The average Attainment 8 (A8) score for GM Key Stage 4 pupils in 2017/18 was <b>45.2*</b></p> <p><b>1.3</b> below the average score for the state-funded sector in England</p> <p>Down from <b>45.5</b> in 2016/17**</p> <p>A significant attainment gap within districts, with a high proportion of schools below the national average score</p> <table><tr><th></th><th>Average A8 score*</th><th>% of mainstream schools below the A8 England average*</th></tr><tr><td>Bolton</td><td>44.5</td><td>58%</td></tr><tr><td>Bury</td><td>45.0</td><td>62%</td></tr><tr><td>Manchester</td><td>42.9</td><td>67%</td></tr><tr><td>Oldham</td><td>42.6</td><td>60%</td></tr><tr><td>Rochdale</td><td>43.3</td><td>64%</td></tr><tr><td>Salford</td><td>40.7</td><td>87%</td></tr><tr><td>Stockport</td><td>47.1</td><td>38%</td></tr><tr><td>Tameside</td><td>43.9</td><td>60%</td></tr><tr><td>Trafford</td><td>56.6</td><td>25%</td></tr><tr><td>Wigan</td><td>45.1</td><td>59%</td></tr><tr><td><b>GM</b></td><td><b>45.2</b></td><td><b>58%</b></td></tr><tr><td>England (state schools)</td><td>46.5</td><td></td></tr></table> <p>* Provisional data ** Note some lack of comparability between the 2016/17 and 2017/18 data, as the maximum A8 score increased from 87 to 90 over the period</p>		Average A8 score*	% of mainstream schools below the A8 England average*	Bolton	44.5	58%	Bury	45.0	62%	Manchester	42.9	67%	Oldham	42.6	60%	Rochdale	43.3	64%	Salford	40.7	87%	Stockport	47.1	38%	Tameside	43.9	60%	Trafford	56.6	25%	Wigan	45.1	59%	<b>GM</b>	<b>45.2</b>	<b>58%</b>	England (state schools)	46.5		<p><b>3.4%</b> of 16-17 year-olds in GM were NEET (not in education, employment or training) at the end of 2017</p> <p><b>0.6</b> percentage points above the England average</p> <p>The activity of a further <b>2.9%</b> of 16-17 year olds was unknown, <b>0.4</b> percentage points below the England average</p> <table><tr><th></th><th>NEET</th><th>Not known</th><th>Total</th></tr><tr><td>Bolton</td><td>3.5%</td><td>3.8%</td><td>7.2%</td></tr><tr><td>Bury</td><td>3.6%</td><td>0.4%</td><td>4.0%</td></tr><tr><td>Manchester</td><td>3.4%</td><td>5.3%</td><td>8.8%</td></tr><tr><td>Oldham</td><td>3.5%</td><td>1.6%</td><td>5.1%</td></tr><tr><td>Rochdale</td><td>3.6%</td><td>2.1%</td><td>5.7%</td></tr><tr><td>Salford</td><td>5.9%</td><td>1.8%</td><td>7.7%</td></tr><tr><td>Stockport</td><td>2.3%</td><td>0.8%</td><td>3.1%</td></tr><tr><td>Tameside</td><td>3.5%</td><td>1.6%</td><td>5.2%</td></tr><tr><td>Trafford</td><td>2.3%</td><td>3.7%</td><td>6.0%</td></tr><tr><td>Wigan</td><td>2.7%</td><td>4.3%</td><td>7.0%</td></tr><tr><td><b>GM</b></td><td><b>3.4%</b></td><td><b>2.9%</b></td><td><b>6.3%</b></td></tr><tr><td>England</td><td>2.7%</td><td>3.3%</td><td>6.0%</td></tr></table>		NEET	Not known	Total	Bolton	3.5%	3.8%	7.2%	Bury	3.6%	0.4%	4.0%	Manchester	3.4%	5.3%	8.8%	Oldham	3.5%	1.6%	5.1%	Rochdale	3.6%	2.1%	5.7%	Salford	5.9%	1.8%	7.7%	Stockport	2.3%	0.8%	3.1%	Tameside	3.5%	1.6%	5.2%	Trafford	2.3%	3.7%	6.0%	Wigan	2.7%	4.3%	7.0%	<b>GM</b>	<b>3.4%</b>	<b>2.9%</b>	<b>6.3%</b>	England	2.7%	3.3%	6.0%	<p><b>17.3%</b> (9,400) of economically active 16-19 year olds in GM were unemployed in the year to June 2018, <b>down from 27.0%</b> (14,500) for the previous year</p> <p><b>6.1</b> percentage points ahead of the target trajectory</p> <p><b>19.6%</b> for males <b>15.0%</b> for females</p>
	2016	2017	Change																																																																																																																																																																																																				
Bolton	85	87	2.4%																																																																																																																																																																																																				
Bury	72	82	13.9%																																																																																																																																																																																																				
Manchester	107	97	-9.3%																																																																																																																																																																																																				
Oldham	72	84	16.7%																																																																																																																																																																																																				
Rochdale	95	89	-6.3%																																																																																																																																																																																																				
Salford	103	95	-7.8%																																																																																																																																																																																																				
Stockport	47	53	12.8%																																																																																																																																																																																																				
Tameside	87	105	20.7%																																																																																																																																																																																																				
Trafford	61	70	14.8%																																																																																																																																																																																																				
Wigan	72	66	-8.3%																																																																																																																																																																																																				
<b>GM</b>	<b>82</b>	<b>84</b>	<b>1.6%</b>																																																																																																																																																																																																				
England	60	62	3.3%																																																																																																																																																																																																				
	2017	2018	Change																																																																																																																																																																																																				
Bolton	61	64	4.9%																																																																																																																																																																																																				
Bury	63	63	0.0%																																																																																																																																																																																																				
Manchester	60	60	0.0%																																																																																																																																																																																																				
Oldham	57	62	8.8%																																																																																																																																																																																																				
Rochdale	56	60	7.1%																																																																																																																																																																																																				
Salford	61	64	4.9%																																																																																																																																																																																																				
Stockport	64	66	3.1%																																																																																																																																																																																																				
Tameside	60	63	5.0%																																																																																																																																																																																																				
Trafford	72	75	4.2%																																																																																																																																																																																																				
Wigan	66	69	4.5%																																																																																																																																																																																																				
<b>GM</b>	<b>62</b>	<b>64</b>	<b>3.2%</b>																																																																																																																																																																																																				
England (state schools)	62	64	3.2%																																																																																																																																																																																																				
	Average A8 score*	% of mainstream schools below the A8 England average*																																																																																																																																																																																																					
Bolton	44.5	58%																																																																																																																																																																																																					
Bury	45.0	62%																																																																																																																																																																																																					
Manchester	42.9	67%																																																																																																																																																																																																					
Oldham	42.6	60%																																																																																																																																																																																																					
Rochdale	43.3	64%																																																																																																																																																																																																					
Salford	40.7	87%																																																																																																																																																																																																					
Stockport	47.1	38%																																																																																																																																																																																																					
Tameside	43.9	60%																																																																																																																																																																																																					
Trafford	56.6	25%																																																																																																																																																																																																					
Wigan	45.1	59%																																																																																																																																																																																																					
<b>GM</b>	<b>45.2</b>	<b>58%</b>																																																																																																																																																																																																					
England (state schools)	46.5																																																																																																																																																																																																						
	NEET	Not known	Total																																																																																																																																																																																																				
Bolton	3.5%	3.8%	7.2%																																																																																																																																																																																																				
Bury	3.6%	0.4%	4.0%																																																																																																																																																																																																				
Manchester	3.4%	5.3%	8.8%																																																																																																																																																																																																				
Oldham	3.5%	1.6%	5.1%																																																																																																																																																																																																				
Rochdale	3.6%	2.1%	5.7%																																																																																																																																																																																																				
Salford	5.9%	1.8%	7.7%																																																																																																																																																																																																				
Stockport	2.3%	0.8%	3.1%																																																																																																																																																																																																				
Tameside	3.5%	1.6%	5.2%																																																																																																																																																																																																				
Trafford	2.3%	3.7%	6.0%																																																																																																																																																																																																				
Wigan	2.7%	4.3%	7.0%																																																																																																																																																																																																				
<b>GM</b>	<b>3.4%</b>	<b>2.9%</b>	<b>6.3%</b>																																																																																																																																																																																																				
England	2.7%	3.3%	6.0%																																																																																																																																																																																																				

### Supporting indicators

<p><b>24,372</b> bed days for children and young people aged under 18 in CAMHS tier 4 wards in the year to March 2018. This equates to 384 per 10,000 children &lt;18, up from 252 for the previous year, but below the England average for the year to March 2018 of 392</p> <p><b>G</b> ↓</p>	<p>The average Progress 8 score for GM Key Stage 4 pupils in 2017/18 was <b>-0.16*</b>, indicating that pupils made 0.16 of a grade less progress than the national all schools average</p> <p>This was lower than the average score of <b>-0.11</b> in 2016/17</p> <p>* Note: provisional data</p> <p><b>R</b> ↓</p>	<p><b>36.6%</b> of 10-11 year old children in GM were overweight or obese as of 2017/18, above the England average of 34.3%</p> <p>An increase of <b>0.3</b> percentage points since 2016/17</p> <p><b>A</b> ↓</p>
---	---	--

### Context and challenges

- A survey of Year 10 pupils in GM secondary schools is being rolled out, and will collect data on the proportion with 'hope and optimism' for the future. This indicator will be introduced to the dashboard when a full baseline is available, and the wider set of measures will be reviewed in light of developments under the GM life readiness workstream. This aims to support all young people to succeed, particularly in preparation for the transition from compulsory schooling to further educational, training and employment opportunities; the GM Youth Combined Authority is centrally involved, not least in development of a 'Curriculum for Life' from primary age to post-16.
- 2017/18 data on looked after children (LAC) were not available for this update, but are likely to show GM numbers increasing for a second consecutive year, following the reduction seen over the 2014-16 period. Analysis will be undertaken when the data are published, including comparison with national trends, and understanding key drivers of change and the potential role played by unaccompanied asylum seeking children in inflating the figures. The GMS Implementation Plan includes a strong emphasis on early intervention and prevention, although it will take time before this will have a significant impact on LAC numbers.
- Educational performance is relatively strong at Key Stage 2. Key Stage 4 outcomes underperform the national average, although GM is in line with other core cities with the exception of London, where exceptional performance is driving the England average upwards. There is significant variance across and within GM districts.
- The proportion of 16-17 year olds who were NEET (not in education, employment or training) at the end of 2017 increased slightly compared to the previous year. Conversely, the proportion whose activity was 'not known' decreased significantly, although this may be due to local authorities no longer being required to track academic age 18-year-olds.
- The life readiness work should also pay dividends in supporting youth employment; despite significant recent improvement, around one in six economically active 16-19 year olds in GM (i.e. excluding those still in education) were unemployed in June 2018. Significant mental health investment will support achievement of GM's ambition that no child who needs mental health support will be turned away, and will include a new schools mental health pilot that will provide a rapid response model within schools.

### Priority 3 (Good jobs, with opportunities for people to progress and develop)

- The actions for this priority are broadly on course to be achieved by 2020, although there are two actions which are amber-rated actions as they have not progressed as initially envisaged.
- Performance indicators suggest that some of GM's ambitions will not be met without further intervention, particularly around apprenticeships where there has been a marked reduction in the number of starts. The downturn in apprenticeship numbers does, however, mirror the national data, and is driven by employer uncertainty over the introduction of the apprenticeship levy.

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

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
3.1 Ensure <b>quality jobs, quality provision and career progression are embedded as core outcomes of all skills and work contracts</b>	Activity is on track to achieve 2020 action	Implemented these outcomes in procurement and commissioning opportunities, such as Adult Education Budget (AEB) and European Social Fund (ESF)	AEB commissioning approach has been developed for consideration by the CA and progression to further learning/employment will be a key principle of adult skills provision, both for plan-led grant funding agreements and procured contracts for services.	<ul style="list-style-type: none"> <li>• Finalised funding rules, performance measures and contractual T&amp;Cs / grant funding agreements, ready for AEB contract award in Apr 2019.</li> <li>• GM-wide outcomes tracking tool / approach considered as part of impact measurement.</li> <li>• Undertaken early impact evaluation of using a Real Living Wage outcome for Work &amp; Health Programme</li> <li>• Work &amp; Health information governance support and arrangements finalised and implemented</li> </ul>
		Undertaken early impact evaluation of using a Real Living Wage outcome for Work & Health Programme	Data is currently of an insufficient maturity to meet the requirement of this milestone	
		Completed the Work & Health Early Help information governance arrangements	Complex Data Protection Impact Assessment completed taking into account legal powers, technical systems, access and security.	
3.2 Deliver a <b>transformational digital skills programme</b>	Activity is on track to achieve 2020 action	Commissioned and commenced delivery of the digital talent pipeline programme	ITT developed and agreed for digital talent pipeline. Procurement process went live on 7th September with contracts to be awarded in November.	<ul style="list-style-type: none"> <li>• Digital Talent pipeline programme contracts awarded (Nov 2018), programme delivery begins and launch event / school activity Jan 2019</li> <li>• Project co-ordinator recruited for digital skills programme and iDEA roll out.</li> <li>• Roll out of iDEA across GMCA and support development of partner plans to promote within key target groups</li> <li>• Held workshops with Districts to review findings and develop delivery model.</li> <li>• Began delivery of projects.</li> </ul>
		Rolled out of the Learn My Way open learning platform across GM	Stakeholder workshop held to promote iDEA and develop partner action plans. LAs are starting to roll out iDEA across their areas. Progress slower than expected due to lack of capacity, which will be rectified by end-2018.	
		Investigated a place based digital inclusion model	Engagement had with the majority of districts to identify existing digital inclusion activity, gaps and priorities. Slightly behind schedule in developing the model as the focus has been on the digital talent programme.	
3.3 Work with the business community to increase investment in <b>workforce development and inclusive recruitment</b> , including the roll out of the GM Employer Charter	Activity is on track to achieve 2020 action	Consulted on the scope of the GM Employer Charter and developed a draft Charter	Wide ranging and open consultation undertaken to gather views on good employment, structure of a charter and how it could work. From these responses a draft charter with a tiered structure has been co-designed and will be published for further public consultation in the Autumn.	<ul style="list-style-type: none"> <li>• Second public consultation delivered, to shape final Charter</li> <li>• Programme of disability confident events held across GM</li> <li>• Second public consultation of Good Employment Charter delivered, then further development of final Charter for approval and roll out.</li> <li>• Timewise proposal developed and This is Me programme rolled out.</li> </ul>
		Run a Working Well business event	In June 2018 WW & the Mayor hosted an employer event which engaged with c200 businesses in order to encourage meaningful work experience to unemployed GM residents and employment opportunities for WW participants	
		Explored proposals on how GM public services can lead by example	Employment Charter being developed through a co-design process with employers, employees and others. First consultation complete and second consultation on the Charter proposition to be launch shortly. GMCA and public services engaged with Timewise to determine options for improving inclusive recruitment & retention practices. This	



			is Me workplace mental wellbeing campaign launched in Manchester.	
3.4 Increase the scale, quality and accessibility of adult skills provision, including apprenticeships	Apprenticeship start numbers are currently falling.  Good progress has been made on the devolution of AEB and also the drawing down of ESF to balance out the apprenticeship element of this priority.	Developed and gained sign off for provider agreements for AEB	AEB: Orders laid to effect the transfer of AEB functions from Secretary of State to GMCA. Commissioning principles have been agreed. Provider 1-1s scheduled with grant-funded providers to begin developing provider delivery plans. Data analysis and scenario modelling underway to inform funding policy decisions and shape performance management processes.	<ul style="list-style-type: none"> <li>Orders adopted into law and MoU finalised for AEB.</li> <li>AEB commissioning to be at advanced stage, ahead of contract award for procured providers.</li> <li>Agreed plans to commit remaining ESF allocation.</li> <li>Explored options to secure additional ESF through proposed Reserve Fund (by Summer 2019).</li> <li>Ensured GM allocation fully committed (by Sep 2019).</li> <li>AEB commissioned and new provision in place (Aug 19).</li> <li>Developed higher level digital skills proposal.</li> <li>Launched SME Apprenticeship programme.</li> <li>Increased collaboration on pan-GM apprenticeship programmes; agreed 25% transfer mechanism; held National Apprenticeship Week event celebrating public sector apprentices.</li> <li>Developed vision and implementation plan for HSC sector apprenticeships.</li> <li>Re-launched GM Apprentice Transport Offer.</li> </ul>
		Maximised the use of ESF allocation to provide increased opportunities	GM has opted-in to ESFA service offer which commits a further £37m of GM's ESF allocation. Contracts will run from April 2019 to July 2021 (with potential to extend to 2023 if performance targets met). This will bring GM's total ESF commitment to £110m of its current £146m allocation (75%). The ESF Managed Authority (DWP) wrote to all LEPs in September stating that allocations are likely to be uprated in line with a revised foreign exchange rate. For GM this would equate to an additional £16.8m meaning that c£53m remaining to be committed.	
		Progressed to Stage 2 of Institute of Technology process, subject to Stage 1 approval	IoT not successful but GMCA keen to build on the evidence and support from industry to ensure high level skills provision to support Industry 4.0. An apprenticeship action plan has been developed with good activity to support an increase in quality and volumes.	
		Worked with adult skills and apprenticeship providers to build capacity and capability, including older people	Discussions started with GM Ageing Hub to develop a focused campaign on 50+ apprenticeships. Engagement with GM Learning Provider Network-led Professional Exchanges to increase quality of delivery.	
3.5 Develop and implement a world class jobs and progression service with Jobcentre Plus	Current delivery is on track, however achievement of the 2020 action is reliant upon DWP support and adoption	Worked with DWP to explore potential of a GM in-work progression test and learn trial	A positive meeting has been held with DWP national policy leads, and some initial scoping work has taken place with the local JCP Partnership Manager with a small workshop with Work Coaches held in early Sept. DWP support for the trial agreed and a joint business case to be developed to secure funding.	<ul style="list-style-type: none"> <li>Business case, plan and evaluation approach developed and location(s) agreed for in-work progression test and learn trial</li> <li>Worked with Jobcentre Plus and partners to identify opportunities presented through UC roll out and migration to support clients into jobs and progress in work, and agreed focus of early activity for joint working</li> </ul>
		Worked with Jobcentre Plus and partners to develop a joint working proposal	Work and Skills Team attended JCP Senior Leadership Team meeting and held workshop with managers for ideas on priorities for joint working. However the continued roll out of Universal Credit (UC) across the region has changed the employment support and benefits landscape, and as JCP offices focus on the successful delivery of UC there will be a focus on groups who will be migrating to UC over next couple of years. JCP actively engaged and supportive of the in-work progression trial.	
3.6 Support people into and to progress in work through the Working Well system	Activity is currently on track to achieve 2020 action, however overall outcome is dependent upon sustaining sufficient	Supported 3,000 people into work through current Working Well programmes	By the end of August 2018 Working Well had supported 3,241 people into work.	<ul style="list-style-type: none"> <li>Continue to exceed job start targets for Working Well.</li> <li>Work with the provider and Jobcentre Plus to improve programme starts and re-profile the starts and earnings outcomes for W&amp;H programme</li> </ul>
		Engaged 2,500 people through the Work and Health programme	By the end of August 3,200 referrals had been made to the Work & Health Programme, but only 1,850 people had started provision.	

	referral volumes onto programmes	Commissioned an Early Help programme to support up to 14,000 struggling to maintain or secure work due to poor health or disability	The procurement process has nearly concluded and providers have been asked to submit final tenders. The programme is currently on track for the contract to be awarded in Nov 18.	<ul style="list-style-type: none"> <li>• Early Help programme implemented ready for the start date of early March 2019</li> <li>• Should funding be confirmed, commence the commissioning and procurement of a GM Specialist Employment Service for people with learning disabilities, people with severe mental illness and autistic people.</li> <li>• Develop pathways for embedding sport and physical activity between Local Delivery Pilots and Working Well</li> </ul>
		Explored an all-age GM programme to improve the employment prospects of people with learning difficulties	Joint GMCA and GM HSCP project underway to explore options for increasing the provision of Specialist Employment Service provision for people with learning disabilities, people with severe mental illness and autistic people. Stakeholder engagement underway with local authority and CCG commissioners to gain support for the project alongside exploring options for funding.	
		Developed an approach to embedding sport and physical activity into Working Well through GM Moving	Local Delivery Pilot priorities agreed for GM Moving, including employment. Engaging the GM Moving team and Districts to ensure links made to Working Well.	
3.7 Develop a GM approach to <b>managing welfare reform</b> that delivers job progression and addresses low pay	Activity is on track to achieve 2020 action, but future performance may be impacted by national welfare policy decisions and appetite for collaboration	Developed a standard suite of materials to communicate welfare reform plans	This is an action within the wider draft GM Welfare Reform Action Plan. It has been agreed that a GM approach should be taken to communication materials relating to the migration of existing benefits to UC, once timescales have been confirmed by DWP.	<ul style="list-style-type: none"> <li>• Subject to CA agreement, further development of Welfare Reform action plan and commence delivery</li> <li>• Finalise priorities in Welfare Reform action plan, subject to CA agreement, and agree process for management and updating of the plan.</li> <li>• Continued development of welfare reform dashboard as new data and intelligence becomes available. <ul style="list-style-type: none"> <li>• Use in-work progression trial to understand how UC in-work allowances have and will affect the employment activities of claimants</li> <li>• Work with local providers of business start-up support to gather evidence of impact of UC self-employment rules, and agree actions for the GM Welfare Reform Action Plan</li> <li>• Evidence review of in-work allowances for UC claimants completed (Jan 2019), interim mapping of the evidence due Oct 2018.</li> <li>• Key lines of enquiry established to test new service offers and initial pilots agreed.</li> <li>• Work with CAB to agree a GM approach to Universal Support</li> </ul> </li> </ul>
		Developed Welfare Reform dashboard and Network to demonstrate scale of impact and support planning	GM Welfare Reform and UC Working Group established. The group has been pivotal in developing a GM Welfare Reform Action Plan and will own some of the actions within. The GM Welfare Reform Dashboard has been developed and is updated quarterly. Other intelligence and evidence from frontline partners will add value to this and inform priorities and activity.	
		Considered a GM position to take with DWP to optimise the use of Personal Budgeting and Assisted Digital Support funding for Universal Credit (UC) claimants	Meeting held with Growth Hub to discuss impacts of UC self-employment rules. Further action on this was put on hold until government's response to the Work and Pension Committee's report was published (late August). The in-work progression trial planned (above) will help us to understand the journey and support needs for UC in-work claimants	
		Assessed impact of in-work allowances for UC claimants, in particular self-employment	Steering and Operational Groups established with GMCA, DWP, DfE, MHCLG, JCP and CfAB. 5 year test and learn programme agreed and funding secured from CfAB for initial evidence review phase. Evidence review commissioned in Sept.	

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

### GMS targets

By 2020, **median resident earnings** (all employees) will exceed £23,000, up from £21,585 in 2016



Median earnings of GM residents (all employees) were  
**£22,565**  
per annum in 2018

1.5% ahead of the target trajectory  
**£1,733** below the England median of £24,298  
**£536** higher than in 2017 (at current prices)

	2018 median wage	% change from 2017
Bolton	£20,647	0.1%
Bury	£25,370	6.7%
Manchester	£21,896	6.5%
Oldham	£20,281	-0.7%
Rochdale	£20,851	2.5%
Salford	£22,082	1.8%
Stockport	£25,073	3.4%
Tameside	£21,936	7.0%
Trafford	£28,167	7.6%
Wigan	£22,122	-0.3%
<b>GM</b>	<b>£22,565</b>	<b>2.4%</b>
England	£24,298	2.3%

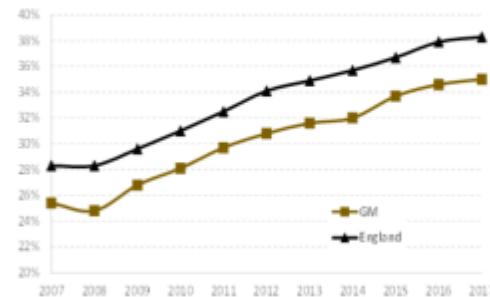
By 2020, there will be 70,000 more GM working-age residents with **Level 4+ (degree level or equivalent) qualifications**, an increase from 34.6% of the working-age population in 2016 to 38.3%



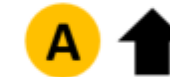
**35.0%**  
of GM working-age residents (620,000) had a Level 4+ qualification in 2017

1.6% behind the expected target trajectory

**0.4 percentage points** (9,000) above the 2016 position



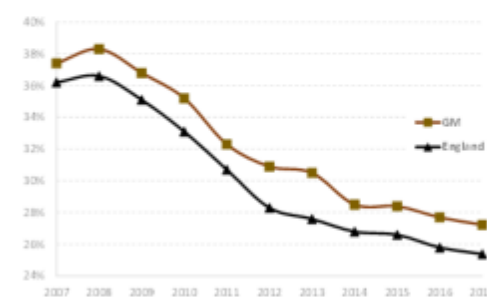
By 2020, there will be at least 50,000 fewer GM working-age residents with **qualifications below Level 2**, a reduction from 27.7% of the working-age population in 2016 to 24.6%



**27.2%**  
of GM working-age residents (480,000) had qualifications below Level 2 in 2017

0.2% behind the expected target trajectory

A decrease of **0.5 percentage points** (7,000) since 2016

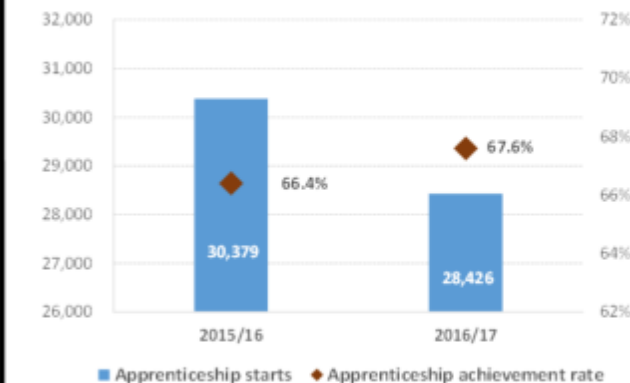


By 2020, more than 40,000 GM residents per annum will **start an apprenticeship**, and the **achievement rate** for apprenticeship programmes will reach 75%. This compares to 30,379 apprenticeship starts in 2015/16, and an achievement rate of 66.4%



There were **28,426** apprenticeship starts in 2016/17, **12.0% (3,900)** behind the expected target trajectory, and **down from 30,379** in 2015/16

The apprenticeship achievement rate in 2016/17 was **67.6%**, **0.5 percentage points behind** the expected target trajectory, but **up 1.2 percentage points** compared to 2015/16



### Supporting indicators

**18.2%** of working age residents in GM had Level 3 as their highest level of qualification in 2017, **above the England average of 17.3%** and up from **18.0%** the previous year



**4.6%** of economically active GM working-age residents were unemployed in the year to June 2018, **above the England average of 4.3%**, but down from **5.6%** for the previous year



**3.1%** of GM working-age residents (55,000) were claiming unemployment benefits\* in September 2018, **above the England average of 2.2%** and higher than the September 2017 rate of 2.6%

\* Job Seekers Allowance and unemployed Universal Credit claimants



### Context and challenges

- Whilst GM skills levels have improved steadily since 2004, relative performance remains poor. There are identified skills gaps in several key sectors, including construction, digital and hospitality, along with some public service areas such as nursing. Policy is focused on reducing gaps and shortages, especially in 'technical' roles (Level 3 and 4).
- GM will assume responsibility for Adult Education Budget (AEB) commissioning in 2019, providing further opportunity to target development of the skills required by local employers and key sectors, and to reduce the currently significant proportion of 'second-chance' provision and lower-level skills. Over time, this will also be supported by further improvements in 'school readiness' and subsequent attainment in compulsory education.
- The downturn in apprenticeship starts is mirrored in the national data, and is driven by employer uncertainty over the introduction of the apprenticeship levy. An apprenticeship action plan has been developed to increase both quality and volumes, and includes an SME support programme, a public sector apprenticeship approach and a new digital talent pipeline. Dialogue with government as part of the GM Local Industrial Strategy will focus on designing a system to meet local needs and address growth ambitions.
- The ILO unemployment rate is at its lowest level for 15 years, although the roll-out of Universal Credit is inflating the claimant count as more people are required to look for work. By August 2018, Working Well had supported more than 3,200 people into employment, and the new Work and Health programme had received over 3,000 referrals. The GM Employer Charter is being co-designed with employers and employees, and will support achievement of GM's 'good work' ambitions.



#### Priority 4 (A thriving and productive economy in all parts of Greater Manchester)

- The majority of Implementation Plan actions and performance dashboard targets for this priority are thought to be on track to be achieved. Delays with the GMSF mean that the action to support growth in the regional centre, town centres and strategic employment sites is rated amber. The UK's decision to leave the EU could threaten achievement of ambitions to grow GM's trade and investment links with the rest of the world.
- GVA per job stands out as the headline dashboard measure where performance is weaker, reflecting GM's enduring productivity gap. Brexit could impact across the suite of indicators, threatening currently strong performance on employment, business growth and inward investment. The aggregate GM reporting also masks considerable variance across both localities and population groups, highlighting the importance of addressing the distributional aspects of growth across GM.

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

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
4.1 Provide support to GM businesses to enable them to be adaptable and resilient as the UK exits the EU – tackling issues of access to markets, access to labour and risk mitigation	Activity is on track to achieve 2020 action	Developed a draft GM Local Industrial Strategy	Joint progress statement to be released by GMCA and HMG by end-October. Business consultation launched on 15th October	<ul style="list-style-type: none"> <li>• Launched GM Independent Prosperity Review findings.</li> <li>• LIS published (Mar 2019).</li> <li>• Completed development of sector strategies in consultation with industry and other sector experts. Strategies to form a core part of GM LIS.</li> </ul>
		Began development of sector strategies for high growth and high employment sectors including creative industries, advanced manufacturing and health innovation	Discussions underway to ensure strategies are a core part of LIS.	
4.2 Deliver an integrated approach to strengthening our international position (visitors, events, students, direct air connections), working via the Northern Powerhouse where it adds value	Activity is on track to achieve 2020 action, subject to Brexit impacts	Refreshed the implementation plan for the GM Internationalisation Strategy	Refreshed plan approved by GMCA at the end of Sept 2018	<ul style="list-style-type: none"> <li>• Refine actions in GM Internationalisation Strategy where directly impacted by Brexit process outcomes</li> <li>• Agreed final international peer to peer city plan, working with Growth Company and relevant partners</li> </ul>
		Develop an international peer to peer city region programme	The selection criteria to benchmark GM against other global cities have been developed. The criteria has been tested with European cities. Discussions have also begun with cities about how best to develop city to city collaborations.	
4.3 Grow our Trade with, and Investment from, the rest of the world by working with mid-sized companies to: identify projects early; develop direct access to overseas markets; bring buyers to GM; and put products/services on digital platforms	While agreed actions are currently on track, the uncertainty around the UK's exit from the EU suggests this indicator may be difficult to achieve by 2020.	Developed a GM Trade and Investment Plan informed by, and at the heart of, a Northern Powerhouse Trade and Investment Plan	Significant progress with GM Plan development working with Northern Powerhouse T & I Forum. Working with DIT to align with UK Trade & Investment Strategy Published in Aug 2018.	<ul style="list-style-type: none"> <li>• GM Trade &amp; Investment Plan to be finalised and adopted in line with GM Internationalisation Strategy working with NP Partners and DIT</li> </ul>
4.4 Deliver GM Industrial Digitalisation pilot; and communicating and market a headline digital story	Delays in development and dissemination of headline digital story have impacted on progress towards achieving 2020 action.	Business case developed for the Industrial digitation pilot	Full business case for Made Smarter approved by Gov and GMCA. Delivery will be led by the Growth Company on behalf of NW LEPs.	<ul style="list-style-type: none"> <li>• Commenced programme delivery for Made Smarter. Programme will run for 30 months with an evaluation at 18 months.</li> <li>• Completed developed of digital story for resident &amp; business audiences and disseminate</li> <li>• Planned, targeted and proactive communications of digital story to key audiences, using Digital Grid</li> </ul>
		Digital story scope and costs developed	Digital story developed for inward investment audience. Digital communications grid developed and in use for forward planning.	

4.5 Deliver a <b>Productivity and Inclusive Growth Programme</b> to support all parts of GM to realise growth opportunities	Activity is on track to achieve 2020 action	Commission and begin delivery of the Productivity and Inclusive Growth Programme	Three out of the four elements of the programme have started delivery and the Start-Up programme element will start delivery in Oct/Nov 18 as planned. The GC have submitted ERDF applications to fully realise the scale of the planned programme.	<ul style="list-style-type: none"> <li>Continued delivery of Productivity &amp; Inclusive Growth Programme, and monitoring of outputs.</li> <li>Full ERDF applications contracted by Mar 2019.</li> <li>Social Enterprise Summit held and strategy launched (Nov 2018)</li> </ul>
		Investigated potential for a Social Enterprise Summit	Agreed that summit to take place 15 Nov. Intention to launch Social Enterprise Strategy at summit.	
4.6 Develop a programme of enhanced support to companies to develop their <b>Leadership and Management</b> via business mentoring	Activity is on track to achieve 2020 action	Agreed the scope, scale and activities of a GM Business Mentorship programme	Complete- programme is up and running.	<ul style="list-style-type: none"> <li>60 new volunteer mentors added to GM bank, providing support to SME growth.</li> <li>120 mentees matched with mentors to support business growth.</li> <li>Made Smarter programme will also deliver leadership &amp; management development</li> </ul>
4.7 Invest in our <b>science and innovation assets</b> and drive commercial opportunities, particularly around health innovation, digital and advanced materials	Activity is on track to achieve 2020 action	Explored the need for a GM Innovation Board	GM Innovation Board established and met 24 Aug- agreed remit and key issues	<ul style="list-style-type: none"> <li>Innovation Board meeting 25 Oct to set priorities</li> <li>Subject to Strength in Places feasibility submission outcome; worked with partners to develop and submit full funding bid</li> <li>GM Data and Intelligence Strategy developed and agreed</li> <li>Refining of process and potential products and opportunities for GM with feed through to IPMC</li> </ul>
		Developed business cases for GM science assets to secure Industrial Strategy Challenge Funds	Submit a UoM led bid for Strength in Places (SiP) feasibility funding.	
		Developed the Innovation North Programme	Innovation North report & recommendations produced and presented to GM Innovation Board in July	
		Established a virtual GM Office of Data Analytics with an agreed focus by linking together critical, related capabilities	Draft structure proposed and function workshop completed with agreed approach, however progress slower than planned due to resource constraints.	
		Developed a streamlined process for an improved health and research innovation pipeline	Process developed and in place with evidenced triaging.	
4.8 Develop a <b>GM approach to public procurement and the use of public sector assets</b> to grow market opportunities	No progress has currently been made against development of Open Data Plan due to other priorities. Work will be undertaken in coming 6 months to put this action back on track.	Agreed the principles of the GM open data plan	Not progressed as other areas prioritised.	<ul style="list-style-type: none"> <li>Draft GM Open Data strategy developed</li> </ul>
		Mapped current social and economic impact of public procurement and assets and developed plan to increase this	Proposal for social innovation process developed with input from GM procurement hub and stakeholders. Successful engagement event for SME held.	
4.9 Support <b>growth in the regional centre, town centres, and strategic employment sites</b>	Delays in GMSF process have resulted in this action being off track.	Consulted on the GMSF	Strategy development ongoing following decision to consult on revised GMSF in autumn	<ul style="list-style-type: none"> <li>Consultation undertaken on revised draft GMSF</li> <li>Town Centre Challenge progress reported to GMCA, appropriate next steps identified</li> </ul>
		Completed the first round of Town Centre Challenge	Completed	

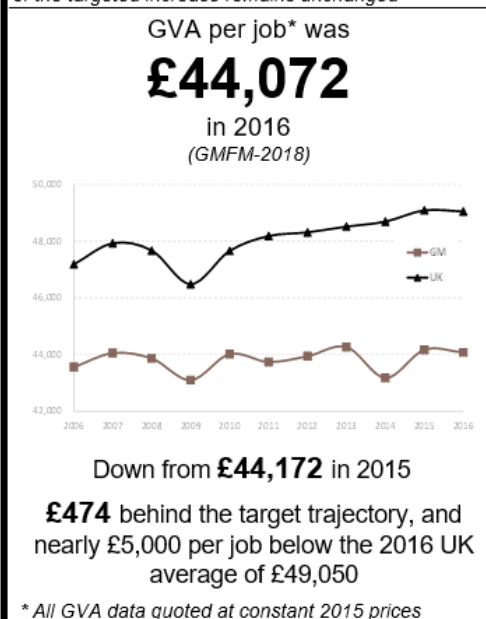
# Priority 4 – A thriving and productive economy in all parts of Greater Manchester

## GMS targets

By 2020, **GVA per job** will have increased by at least 6%, compared to the 2015 baseline\*

**R** ↓

\* Note: the original target and baseline have been redefined due to methodological changes in GVA measurement, but the scale of the targeted increase remains unchanged



By 2020, 60,000 more GM employees will be **earning above the Real Living Wage**, an increase from 75.6% of employee jobs in 2016 to 80%

**G** ↑



By 2020, 21,500 more **GM residents will be in employment**, relative to a 2016 baseline of 1,273,000

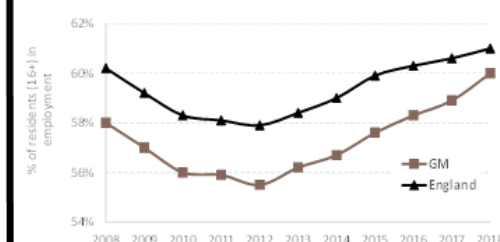
**G** ↑

**1,324,000** GM residents (16+) were in employment in the year to June 2018

**3.1%** (40,000) ahead of the target trajectory

**2.5%** (32,000) higher than in June 2017

	2016	2017
Bolton	56.2%	59.6%
Bury	59.6%	61.6%
Manchester	54.1%	56.9%
Oldham	56.9%	64.0%
Rochdale	63.0%	58.2%
Salford	63.4%	60.4%
Stockport	60.4%	61.0%
Tameside	60.4%	61.0%
Trafford	60.4%	61.0%
Wigan	60.4%	61.0%
<b>GM</b>	<b>60.0%</b>	<b>61.0%</b>
England	61.0%	61.0%



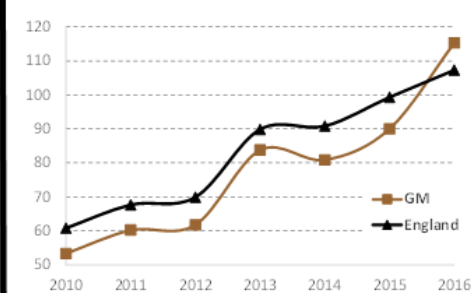
By 2020, there will be at least 5,000 more **business start-ups** pa compared to 2015 levels, an increase from 90 start-ups per 10,000 GM working-age residents to 117 or more

**G** ↑

The business start-up rate was **115** per 10,000 WAP in 2016 (20,500 business births pa)

**16.5%** (3,500 births) ahead of the target trajectory

An increase from **90** in 2015 (4,600 additional births)

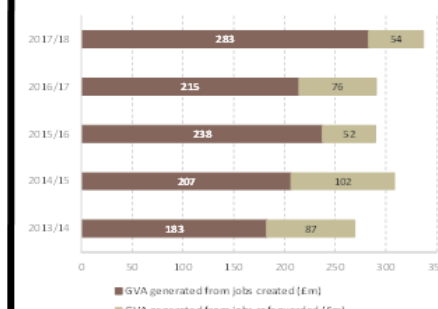


By 2020, **GVA generated from inward investment job creation and safeguarding** will be £310m, up from £290m in 2016/17

**G** ↑

**£337m** in GVA was generated from inward investment (domestic and FDI) job creation and safeguarding in GM in 2017/18

**14.3%** ahead of the target trajectory, and up **£46m** from 2016/17



## Supporting indicators

The employment rate for working age residents in GM from ethnic minority groups was **59.6%** in the year to June 2018, **below the England average of 65.5%**, but broadly comparable to the previous year (**59.8%**)

**A** ↔

The employment rate for working age residents in GM with a disability\* was **48.8%** in the year to June 2018, **below the England average of 53.7%**, up from **47.0%** in the previous year

**A** ↑

\* Equality Act core or work-limiting disabled

There were **631** enterprises per 10,000 working age residents in GM in 2016, **below the England average of 717**, up from **578** in 2015

**R** ↑

## Context and challenges

- GMFM-2018 outputs show that productivity in GM declined slightly between 2015 and 2016, as it did for the UK as a whole. The GM productivity gap continues, with GVA per job in GM hovering consistently at around 90% of the UK average over the last decade. If GVA per head in GM were the same as the national average, GM's economy would be a fifth larger. GM's Local Industrial Strategy will take a deep-dive into productivity performance, and identify key policy levers that could enhance future growth.
- Good performance against the other GMS headline targets in part reflects the conservative nature of these targets, which were developed in 2017 and align with the cautious forecasts outlined in the 2017 Greater Manchester Forecasting Model (GMFM) in light of Brexit uncertainty. To date, the GM economy has proved more resilient than anticipated, although Brexit could have a significant dampening effect moving forward – government forecasts suggest that GDP in the North West will be between 2.5% and 12% lower over the next 15 years, depending on the nature of the trade deal we agree with the EU.
- New data for the Real Living Wage, business start-ups and business density (number of enterprises per 10,000 working-age residents) measures have not yet been released. Employment outcomes for the adult population are positive, and the June 2018 gap of 1.0 percentage points between the GM employment rate and the England average is the lowest for more than a decade. However, between June 2017 and June 2018 the employment rate decreased in 3 districts, and employment of disabled people and residents from ethnic minority groups is well below national rates, illustrating the need to address distributional variation in growth across GM. Growth in the regional centre, strategic employment sites and town centres will be driven by a range of activity including the Local Industrial Strategy, Productivity and Inclusive Growth programme, and the Town Centre Challenge.



### Priority 5 (World-class connectivity that keeps Greater Manchester moving)

- The Implementation Plan actions are either on track, or flagged as amber for achievement of the actions by 2020. The actions shown as amber are reliant on discussions with government regarding establishing a new GM Transport Fund, confirming a long term investment plan with TfN and government to establish GM at the heart of future HS2 and Northern Powerhouse Rail (NPR) networks, and improving performance of our transport networks.
- The performance indicators demonstrate a mixed picture, although good progress is highlighted against the targets for particulate matter (PM2.5) and median download speeds across fibre, mobile and wireless.

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

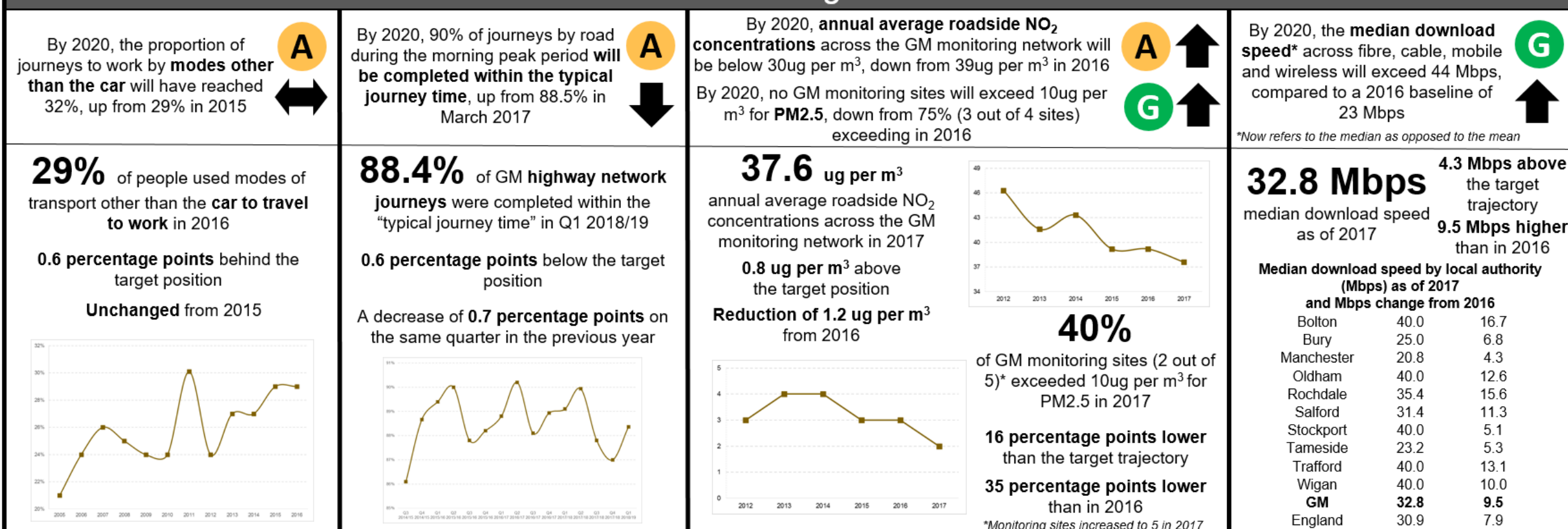
By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
5.1 Deliver <b>transformed digital infrastructure</b> across GM	Activity is on track to achieve 2020 action	Commissioned a full fibre network programme for GM	£23.8M secured for Full Fibre investment (LFFN)	<ul style="list-style-type: none"> <li>• Procured Local Authority and CCG Full Fibre Programme for GM</li> <li>• Agreed the approach to establishing free town centre WiFi in context of 5G and Full Fibre.</li> <li>• Prospectus completed in support of Full Fibre procurement process.</li> <li>• Market engagement framework to be prepared following unsuccessful Connected Cities bid.</li> <li>• Cyber Innovation Centre Operator Tender completed and opening date agreed.</li> <li>• GCHQ Engineering Accelerator Programme pilot companies cohort completed.</li> <li>• Cyber Foundry delivery in progress.</li> </ul>
		Agreed the approach to establishing free town centre WiFi	Focus has been on Full Fibre and 5G bid as means of taking forward this area.	
		Agreed the digital infrastructure prospectus to enable telecoms providers to invest more easily in the city region	Prospectus agreed and telecoms firms engaged through Full Fibre work.	
		Develop a business case for 5G Connected City investment in GM	Bid/business case prepared for 5G Gov't Urban Connected communities	
		Appointed the Operator for the Cyber Innovation Centre	The Centre is being constructed however tender process for appointment of Operator delayed 2,000 people attended CyberUK2018 in Manchester which included announcements of new GCHQ facilities in GM and GM Cyber Stand and promotional materials. GCHQ launched Engineering Accelerator Programme pilot in Manchester. £6m Cyber Foundry programme led by Manchester Met Uni with three other Universities announced.	
5.2 Establish a new <b>GM Transport Fund</b> , enabling Transport Strategy Delivery Plan informing and aligned with GM Spatial Framework	Work ongoing with Government. Achieving 2020 action will be challenging.	Progressed discussion with Government on future funding	Framework for "Devolved Cities Transport Funding" set out in National Infrastructure Commission (NIC) report. GM Budget submission proposes that GM acts as pilot for this model. GM has also agreed to work with NIC on model. Proposal also to form core component of GM Local Industrial Strategy and Spending Review proposition	<ul style="list-style-type: none"> <li>• Established clear working mechanism with HMT and DfT.</li> <li>• Continue to progress delivery of existing transport capital programme.</li> <li>• Consultation completed on investment priorities and published final Delivery Plan by March 2019.</li> </ul>
		Continued to deliver the programme of infrastructure investment and renewal (Trafford Park Line, Interchanges and wider transport capital programme)	Good progress on delivery of TfGM capital schemes, in line with schedule, including Trafford Park Line, Tameside (Ashton), Stockport and Wigan Interchanges (latter to be opened for services 28 October). Draft 2040 Delivery Plan prepared for consultation alongside GMSF, setting out future GM transport investment priorities.	
5.3 Confirm a <b>long term investment plan</b> with TfN and Government to establish GM at heart of future HS2 and Northern Powerhouse Rail (NPR) networks	Risks to delivery of 2020 actions related to progress overall with Government.	Completed TfN Strategic Outline Business Case for NPR	Draft Strategic Outline Business Case under review with TfN – will include options for Piccadilly HS2/NPR. Arup independent review of Piccadilly options underway.	<ul style="list-style-type: none"> <li>• Final NPR Strategic Outline Business Case by end 2018.</li> <li>• Completed Piccadilly solutions case making.</li> <li>• Completed agreement on key "red line" elements at Piccadilly (inc. Metrolink and Gateway House).</li> <li>• Progressed model for funding at Airport Station.</li> </ul>
		A forward programme agreed and underway for HS2 Growth Strategy	Forward programme not yet agreed in full – further meetings with DfT/MHCLG being scheduled. Metrolink relocation case review underway with DfT.	

			Further engagement with DfT/MHCLG on Gateway House case.	<ul style="list-style-type: none"> <li>Agreed initial development model for Growth Strategy with DfT/CLG.</li> </ul>
		Developed and submitted response to HS2 Ltd consultation on HS2 Phase 2B (Midlands – Manchester) expected Autumn 2018	Consultation expected later in autumn. Hybrid Bill delayed to Summer 2019.	
5.4 Progress closer <b>integration of public transport network</b> , primarily through the powers afforded by the bus reform legislation and phased implementation of Smart ticketing	Activity is on track to achieve 2020 action	Progressed the assessment of proposed bus franchising scheme as requested by the GMCA, and phased implementation of Smart ticketing on Metrolink	<p>Work to secure operator information, to inform a robust Assessment continues, in order to finalise an Assessment, as requested by GMCA.</p> <p>Agreement by GMCA in July to move toward a zonal fare system for implementation on Metrolink in early 2019.</p>	<ul style="list-style-type: none"> <li>Finalise the Assessment and seek approval by GMCA to have the Assessment ‘audited’ in accordance with the Bus Services Act and guidance</li> <li>Ensured effective rollout of Metrolink zonal fares.</li> </ul>
5.5 Have commenced a significant <b>investment and reform programme for cycling and walking</b> , aligned with Made to Move and Streets for All approach, to deliver increases in cycling and walking levels	Activity is on track to achieve 2020 action	Established the first tranche of funding, the governance and approach to deliver the priorities and objectives within the GM Cycling and a Walking Commissioner's Made to Move Strategy	21 schemes approved by GMCA in two tranches to date for Programme Entry, with at least one scheme in every District.	<ul style="list-style-type: none"> <li>Further schemes progressed through Programme Entry and on the ground.</li> <li>Bike Hire solution progressed.</li> </ul>
5.6 <b>Improve performance of transport networks</b> , including through Mayor's Transport Board and delivery of Congestion Plan	Current poor performance of transport network	Established the Mayor's Transport Board to oversee and drive continuous service and infrastructure improvement	Mayor's Transport Board meetings (March, July, October) now well established, providing opportunity to bring together all key transport players in terms of infrastructure and service. Initial primary focus on rail improvements.	<ul style="list-style-type: none"> <li>Focus on performance of all modes of transport through effective joint working</li> <li>Further measures rolled out from GM Congestion Plan</li> <li>Manchester Airport : <ul style="list-style-type: none"> <li>October 2018: Steelwork on new terminal Complete; Construction of the new baggage hall commences;</li> <li>Work begins on the new West pier Gate control point</li> <li>November 2018: Operational readiness activation and transition commences on Pier 1, the airfield and multi-storey car park</li> <li>April 2019: Pier 1, aircraft stands and multi-storey carpark open to the public</li> </ul> </li> </ul>
		Congestion Plan launched and measures being implemented	Implementation of measures ongoing, including: Control Room operating 24/7; additional camera installations being progressed to support corridor management; Sustainable Journeys team established, working with businesses; A6MARR – works to be completed by the end of the summer 2018; Contract for 27 new trams signed June 2018, to be introduced early 2020.	
		Progressed delivery of the new Manchester Airport terminal and ground transport plan	<p>April 2018: Tenders issued for food and beverage outlets</p> <p>May 2018: First Aircraft Stand handed back and in operation</p> <p>June 2018: Work commenced on new airfield layout – Taxiway Echo</p> <p>June 2018: T2 Baggage Hall enabling works commenced; Two additional aircraft stands created on the new PQC</p> <p>August 2018: Celebrated one year on site and the recruitment of 80 apprentices; 1,200 working on Site and 300m spend</p>	
5.7 Continue to <b>reduce harmful emissions</b> from transport sector	Further work underway to ensure that GM Clean Air Plan can achieve target 2020 performance	Continued the implementation of measures from GM Low Emission Strategy, Air Quality Action Plan and Congestion Plan; progressing development of GM Clean Air Plan	Outline Business Case for measures being developed by Districts and TfGM to reduce nitrogen dioxide exceedances to within legal limits in the shortest possible time (part of the GM Clean Air Plan) submitted to Joint Air Quality Unit in spring 2018. Report to GMCA 26 October on GM Clean Air Plan: Update on Local Air Quality Modelling	<ul style="list-style-type: none"> <li>Outline Business Case for GM Clean Air Plan to be submitted to Government end December 2018/January 2019.</li> <li>Launched public awareness campaign 24 October 2018.</li> </ul>



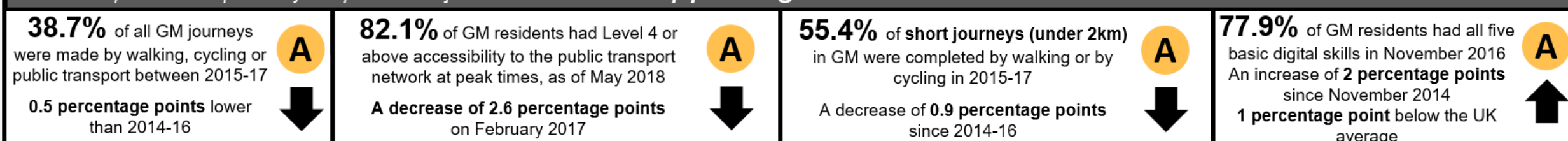
# Priority 5 – World-class connectivity that keeps Greater Manchester moving

## GMS targets



[ RAG ratings for the transport indicators below are based on a comparison to the previous year's performance ]

## Supporting indicators



## Context and challenges

- The majority of measures have been updated for this version of the Performance Report, with the exception of the proportion of people using modes of transport other than the car to travel to work, and the proportion of GM residents that had all five basic digital skills. The updated transport data confirm the need for GM's current focus on active travel, with slight reductions in the proportion of journeys made by walking, cycling or public transport, and in short journeys completed by walking or cycling; conversely, congestion on GM's roads has edged up slightly. In response, a significant investment programme for cycling and walking is being put in place, driven by the GM Cycling and Walking Commissioner's *Made to Move* strategy, and incorporating the Mayor's Cycling and Walking Challenge Fund and development of the cycling and walking network. Implementation of measures under the GM Congestion Plan are ongoing, and significant capital investment is supporting new and renewed transport infrastructure. Plans for bus reform and smart ticketing on Metrolink are progressing and will support development of a more integrated network and better-connected city region.
- Tackling poor air quality is a key GM priority. GM local authorities are working with TfGM to develop a Clean Air Plan, which will accelerate activity already being taken forward under the GM Low Emission Strategy, Air Quality Action Plan and Congestion Plan.
- GM has secured £23.8m investment to fund full-fibre connectivity to businesses and homes across GM – this is critical to establishing the kind of data-intensive activities that are necessary for a truly world-leading digital city-region, and is one of the key priorities of the GM Digital Strategy. The Strategy also focuses on digital inclusion, and work is ongoing to develop an all-age, place-based digital inclusion programme.

## Priority 6 (Safe, decent and affordable housing)

- There have been delays in progressing actions related to delivering the housing needs of residents, particularly due to delays in establishing the GM Place team and GMSF. Good progress has however been made against the homelessness and rough sleeping actions under this priority, with these 2020 actions on track.
- Updated data are not yet available on either of the two headline Performance Report measures, but the latest reported data indicate that GM is on track to deliver against its net additional homes target. Conversely, while we are thought to be on course to deliver the Implementation Plan actions on homelessness and rough sleeping by 2020, the latest (2017) data show that performance against the target to end rough sleeping by 2020 is lagging significantly.

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

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
6.1 Identify viable sites for housing in sustainable locations focussing on the existing urban area, town centres and public land	Delays in GM Place Team impacting on ability to meet 2020 action.  Further issues and delays on the Housing Package may result in a further decline in performance against these targets in the future.  Activity related to the Land & Infrastructure Commission will continue despite delays in the GM Housing Package	GM Team established and developing the viable pipeline of housing land	Progress on establishing GM Place team delayed due to ongoing negotiations with Government on the Delivery Plan for the Housing Package. Planning Delivery Fund to provide additional interim capacity in the form of a Head of GM Place team and development lead officer.	<ul style="list-style-type: none"> <li>• GM Team established and developing the viable pipeline of housing land and schemes</li> <li>• GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package</li> </ul>
		GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package	GM Land and Infrastructure Commission to be established once the Delivery Plan for the GM Housing Package has been agreed with Government	
6.2 Meet the needs of GM residents by developing a full range of homes including social, affordable and supported housing and ensure that appropriate supporting infrastructure is in place	Delays in GMSF impacting on ability to meet 2020 action.	Programme of work around One Public Estate developed	Projects progressing include integrated service hubs, locality asset reviews and town centre regeneration schemes, which are estimated to release 68Ha of land to deliver 4,600 houses. Approximately 3Ha of land has been released to date.	<ul style="list-style-type: none"> <li>• Continued development and expansion of GM OPE programme, including OPE phase 7 submission (Nov 2018)</li> <li>• Consultation undertaken on revised draft GMSF</li> </ul>
		Consulted on the revised GMSF	Strategy development ongoing following decision to consult on revised GMSF in autumn	
6.3 Agree and implement GM approach to drive up the quality of our private rented sector housing	Activity is on track to achieve 2020 actions	Developed a collective strategy with key stakeholders to improve the private rented sector	Private rented sector stakeholder event held in July 2018. Report from event prepared and being approved internally, including agreed actions to take forward to help improve the sector	<ul style="list-style-type: none"> <li>• Established a GM Private Rented Sector Partnership to help deliver commitments listed in the PRS event report.</li> <li>• Appointed a PRS officer to lead this work</li> </ul>
6.4 Have a coordinated, consistent, effective GM-wide response to end the need for rough sleeping	Activity is on track to achieve 2020 actions, however there is recognition that this is a challenging ambition	Developed and agreed 3 year GM-wide strategic response to rough sleeping	3-year strategy approved by Homelessness Action Network	<ul style="list-style-type: none"> <li>• Refined and monitored actions in the strategy and developed a proposal for future direction of the Homelessness Action Network.</li> <li>• Contract monitor the delivery of the Social Impact Bond and ensure outcome targets achieved.</li> <li>• Confirmed details of winter planning and 'A Bed Every Night' arrangements. Monitor impact and progress through the winter; compile performance data including numbers, outcomes, location, support needs and equalities data.</li> <li>• Procurement of Housing First commenced in Oct, contract awarding due Dec, delivery starts Feb 2019</li> </ul>
		Completed social impact bond referral process	Social Impact Bond referral process completed and cohort identified.	
		Winter arrangements confirmed	Winter planning process started and in-principle agreement on 'A Bed Every Night' confirmed.	
		Housing First procurement concluded	Detailed ITT has been co-designed by people with lived experience. MoU received from MHCLG late Sept. GMCA approved permission to tender 29th Sept.	

6.5 Have a coordinated, consistent, effective GM-wide response to <b>prevent people from becoming homeless</b>	Activity is on track to achieve 2020 action	Effectively implemented the Homelessness Reduction Act across GM and increased the level of homelessness prevention	Act implemented across GM with common ICT system and initial training programme commissioned by GMCA	<ul style="list-style-type: none"> <li>Undertaken 6-month review of impact of the Homelessness Reduction Act; 12 month review due Mar 2019</li> <li>Completed Prison Discharge Protocol.</li> <li>Common approach to Duty to Refer agreed.</li> <li>Developed further protocols to address needs of care-leavers, including cross-boundary working arrangements.</li> <li>Embedded key prevention activities into practice.</li> <li>Conducted review of cross-boundary working and placements.</li> <li>Information governance support and arrangements finalised and implemented.</li> </ul>
		Developed pathways for key groups including young people, to prevent homelessness	Hospital Discharge Protocol agreed and signed off in each borough.	
		Embedded the key elements of the GM Homelessness Strategy into practice	Progress on embedding practice in the context of the Homelessness Reduction Act. However, the significant changes to process and policy arising from the Act have taken priority.	
		Have established information governance arrangements that enable appropriate sharing of information to reduce homelessness across GM	IG support successfully provided to all strands of the homelessness agenda.	
6.6 Develop and implement a <b>GM Strategic Infrastructure Strategy/Plan</b>	Activity is on track to achieve 2020 action	Scoping work for the GM Infrastructure Strategy/Plan complete	Completed, draft infrastructure framework anticipated by end September	<ul style="list-style-type: none"> <li>Decision on need for full infrastructure strategy by Dec 2018, and appropriate next steps agreed</li> <li>CITB roundtable held with construction and housing firms to utilise levy</li> </ul>
		Explore opportunities for use of Apprenticeship Levy to ensure supply of construction skills to deliver housing growth and infrastructure	Engaged with CITB and GM Chamber on the skills pipeline to understand need and scope. Engaged with NAS to identify large employers.	



## Priority 6 – Safe, decent and affordable housing

### GMS targets

By 2020, more than 10,000 **net additional dwellings** will be built per annum, up from 6,190 in 2015/16



**7,892** net new additional dwellings in GM in 2016/17

**940** dwellings ahead of the target trajectory

A further 1,706 **new dwellings** compared to 2015-

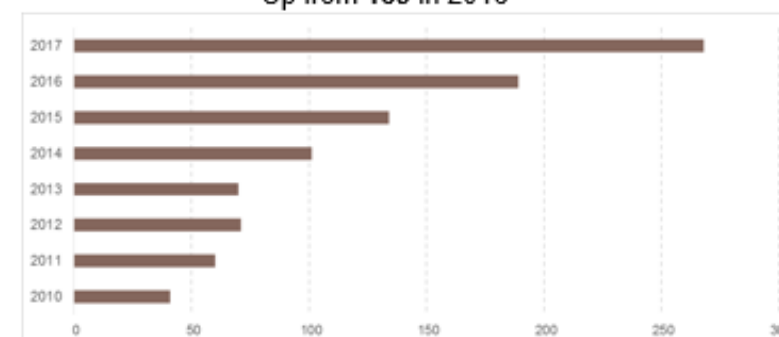


End **rough sleeping** by 2020, from an estimated 189 rough sleepers in 2016



An estimated **268** rough sleepers in GM in 2017, or 0.23 per 1,000 households

Above the England average of **0.20** per 1,000 households, with individual districts (particularly Manchester and Salford) significantly above



### Supporting indicators

In December 2017, the ratio of lower quartile house prices to median incomes in GM was **4.3**, compared to the England average of 5.2

Affordability in GM declined slightly compared to 2016, when the ratio was 4.1



In 2016/17, **0.9%** of GM housing stock (10,827 properties) had been empty for over 6 months, compared to **0.86%** for England as a whole

A **decrease of 323 properties** since 2015/16



In Q1 2018, positive action was successful in preventing or relieving homelessness in **4,871** cases, a rate of **4.1** per 1,000 households, compared to **2.4** for England as a whole

Up on the previous year by **116 cases**

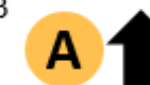


In March 2018, there were **238,600** people in receipt of housing benefit or households in receipt of the housing element of Universal Credit, a rate of **85** per 1,000 of the population, compared to **71** nationally.

The gap between GM and the national average closed by 9% when compared to March 2017



In 2016, **93.5%** of GM residents stated that they "liked the neighbourhood" they live in, compared to **94.9%** nationally, an increase of **1.0 percentage point** from 2013



[This indicator is drawn from responses to Understanding Society, the UK Household Longitudinal Survey. This indicator may be modified to gather more timely data using responses to a bespoke GM survey.]

### Context and challenges

- The majority of measures that have been updated for this version of the Performance Report show positive progress, including a reduction in the proportion of empty properties, closing of the gap with the national average for the number of people claiming housing benefit (albeit that a significant gap remains), and an increase in the proportion of residents stating that they 'liked the neighbourhood' where they lived.
- Consultation on the revised Greater Manchester Spatial Framework (GMSF) will take place in autumn 2018, with the aim of ensuring that we have the right land available in the right places to deliver the homes and jobs needed by the city-region up to 2035. The headline measure on net additional dwellings has not updated for this Performance Report, but the significant increase between 2015/16 and 2016/17 indicated that we were on track towards the target of delivering more than 10,000 new homes by 2020.
- The rough sleepers data (which have also not yet updated) are not particularly robust, and local intelligence suggests that there may be as many as 500 rough sleepers across GM, around double the official count. A three-year strategy to end rough sleeping and reduce homelessness has been agreed, driven by the GM Homelessness Action Network, and our rough sleeping social impact bond had resettled 112 rough sleepers by August 2018. Winter planning is a key focus, and it is imperative to ensure that sufficient cold weather provision is in place across GM so we can provide accommodation for those who need it. Homelessness prevention activity includes the development of pathways for key groups, including young people, ex-offenders and people with mental health needs. Work is also ongoing to improve our intelligence on rough sleeping and homelessness – more robust and timely data is necessary to track the amount of available accommodation and understand how this relates to the number of rough sleepers at a particular point in time.

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

- GM appears to be on track to meet most of its Implementation Plan milestones and performance targets under this priority. Actions currently rated as amber, are reflective of the scale of the work required in order to achieve the 2020 action.
- However, we perform significantly below the national average on local renewable energy production, and the action to accelerate deployment of energy generation / efficiency technologies is flagged as amber.

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

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
7.1 Have co-produced a pathway for the next five years setting out actions to achieve an accelerated date for <b>carbon neutrality</b>	Activity is on track to achieve 2020 action, once complete GM will have the first city-region level science based target and pathway	Published a new Carbon reduction Pathway for GM based on the feedback from the Green Summit.	Greater Manchester's Springboard to a Green City Region published July 2018.	<ul style="list-style-type: none"> <li>• Produced 5 year Environment Plan</li> <li>• Engagement workshops to support the plan held</li> <li>• Second Green Summit held (Mar 2019)</li> </ul>
		Planned a second green summit for 2019	Date confirmed (25/03/19) and The Lowry booked.	
7.2 Accelerate deployment of <b>energy generation/efficiency technologies</b>	GM has less than 50% of the UK average renewable energy installed, which outlines the challenge and the opportunity	Explored the creation of a GM Energy Company	Discussion paper developed	<ul style="list-style-type: none"> <li>• Agreement on approach to creation of possible GM Energy Company</li> <li>• Launched GM Start Energy Plan</li> <li>• Bids for Energy Transition Region will be resubmitted to other funds</li> <li>• Electricity NW Ltd future forecasts to meet future energy demand released</li> <li>• Research with ARUP to investigate the use of Derelict Underused and Neglected land for energy generation and storage completed</li> <li>• Business Growth Hub submit bids to continue their resource efficiency, eco-innovation and low carbon sector support offers for the next 3 years</li> </ul>
		Developed a GM Smart Energy Plan, as part of a wider GM Energy Path Network	Drafting Plan on track	
		Considered an Energy Transition Region and Local Energy Market to pilot the mass uptake of smart energy generation systems	Two Industrial Strategy Challenge Fund design bids submitted July. One successful (local energy market) to be completed by Summer 2019.	
		Assessed how more future energy demand can be met from smart, local renewable sources via a workstream led by Electricity Northwest	ENWL revised forecasts in progress. Commenced research on Derelict, Underused and Neglected Land	
7.3 Develop mechanisms to <b>encourage the retrofit</b> of public, commercial and domestic buildings	Activity is on track to achieve 2020 action	Initiated a workstream, led by the UK Green Buildings Council, to assess how our current building stock can be affordably retrofitted	Work initiated on compliant standards for new built for GMSF. Research commenced with Atkins and Energy Systems Catapult to assess the state of GM public Sector Building stock.	<ul style="list-style-type: none"> <li>• Produced Retrofit report which includes opportunities for public, private and domestic sector retrofit.</li> <li>• Commenced Homes as Energy Systems and Energy House 2 projects.</li> <li>• Reviewed and revised date by which all new homes built across GM will be net zero carbon based on GMSF consultation results</li> </ul>
		Agreed ERDF funding for programmes to demonstrate smart energy systems and heat innovation in buildings	Homes as Energy Systems (HaES) and Energy House 2 proposals agreed for funding.	
		Agreed a date by which all new homes built across GM will need to be net zero carbon via GMSF	Provisional date agreed with Planning & Housing for GMSF	
7.4 Continue to <b>influence consumer behaviour/choice</b> to achieve 60% recycling of household waste by 2025 and 90% diversion from landfill by 2020 and establish a <b>waste to energy (biomass)</b> pathway for residual commercial waste	Concern about the costs of increasing the recycling rates to 60% have been raised.	Produced a GMCA Waste and Resources Strategy to maximise use of resources and hence the reduction of waste, in a way that creates local jobs and to ensure it reflects the targets for recycling and landfill diversion.	Delayed drafting pending publication of National Strategy	<ul style="list-style-type: none"> <li>• GM Resources Strategy to be developed next year, but is dependent on delayed National Strategy, possibly due to be published Winter 2018</li> <li>• Re-tendering of the GM Waste Contract completed</li> <li>• Waste to energy pathway further developed</li> <li>• #Plastic free GM website launched and Bee Straw launched</li> <li>• Strategic Food Board for GM launched, with Strategy in place</li> </ul>
		Established a #Plastic Free GM Campaign to eliminate single use plastics	Campaign established online. Budget secured. Workshop held with Academic sector regarding the establishment of the UK's first single use plastic free campus.	
		Coordinated a wide range of local action via the launch of Good Food Greater Manchester, a strategic food Board for GM	Funding secured to support the work of the Food Board	



		Seek additional EU funds to encourage a circular economy	Exploratory discussions with MMU and others to define at least one suitable project for submission to EU funds.	<ul style="list-style-type: none"> <li>At least one funding bid submitted for Circular Economy and Green Growth.</li> </ul>
7.5 Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions	Activity is on track to achieve 2020 action	Developed the approach to expanding electric vehicle charging points network following the Green Summit	Market Engagement completed and procurement initiated.	<ul style="list-style-type: none"> <li>Completed procurement process for electric vehicle charging points and supplier in place</li> </ul>
7.6 Deliver the Urban Pioneer programme as part of Defra's 25year Environment Plan to become an exemplar in managing the urban environment	Activity is on track to achieve 2020 action	Developed a Natural Capital Investment Plan	Consultants commissioned in July 2018 and baseline review completed.	<ul style="list-style-type: none"> <li>Natural Capital Investment Plan developed following stakeholder workshop, and launched early 2019</li> <li>'My Wild City' marketing Officers appointed. Awareness raising, engagement and consultation campaign launched and delivered.</li> <li>Strategy developed for GM City of Trees. Stakeholder engagement and consultation draft produced.</li> <li>Stakeholder engagement undertaken on GM Environment Fund proposal. If successful, Fund to be live and launched at Green Summit.</li> <li>Nature GM Website – further stakeholder engagement and integration of UoM MEMO project</li> <li>Final RESIN Conference held. Delivered programme of local dissemination on outputs and next steps.</li> <li>Hold Natural Capital Group AGM as part of developing input into 2nd Green Summit</li> </ul>
		Launched 'My Wild City' in Manchester via the Wildlife Trust	My Wild City launched at Green Summit in March 2018. Esmee Fairburn Funding now 100% secured by Lancashire Wildlife Trust (c£300k).	
		Began development of a trees and woodland strategy for GM via City of Trees	Comprehensive base line sampling for i-Tree Eco survey of GM's tree and woodland resource underway from July to October 2018. Commenced development of need and opportunity mapping and policy/guidance development.	
		Explored how we could create a GM Environment Fund to support our aims	Initial fund partner/contributor meeting held (Jul 18), further scoping fund development work underway as agreed	
		Launched a Nature Greater Manchester website to engage communities	New website launched with targeted social media campaign.	
		Complete the RESIN Climate Change Adaptation project and hold a conference to disseminate results	All GM inputs to RESIN work packages and City deliverables complete	
7.7 Increased the value and scale of GM's visitor economy	Activity is on track to achieve 2020 action	Delivery of a quality tourism offer, including the development of new products, to remain competitive and continue delivery of innovative targeted national and international campaigns to increase value of day and staying visitors	Delivered campaigns in partnership with carriers and industry in key markets including China, Europe, USA and GCC. Continued development of new products including new day excursions from Manchester.	<ul style="list-style-type: none"> <li>Launched new Business Visits and Events Strategy.</li> <li>Continued development of new product including cultural venues. Targeted campaigns in key markets e.g. India</li> <li>Continued delivery of marketing plan and monitor progress.</li> </ul>
		Developed and began delivery of an annual marketing plan which sets out delivery actions and performance measures	Annual marketing plan produced.	
7.8 Implement the GM Cultural Investment programme and Great Places project to substantially increase cultural engagement across GM	Activity is on track to achieve 2020 action	Developed a GM Cultural Strategy	Development and sign-off of the first draft, alongside district arts officers, cultural organisations and key stakeholders. Draft was launched for public consultation on Tuesday 25th September.	<ul style="list-style-type: none"> <li>Completed public consultation on GM Cultural Strategy.</li> <li>Strategy finalised and delivery due to start Jan 2019.</li> <li>Detailed proposals to be developed, and announced publicly early 2019. Competition will open mid-2019, with first Town of Culture to run Jan-Dec 2020.</li> <li>GM Culture Partnership established, with cycle of meetings for coming two years, agenda items and terms of reference in place</li> </ul>
		Town of culture programme developed	Conversations taken place with potential partners in development of proposal. Development included as a priority action in the first draft of the GM culture strateg1q2y. Full proposal to be drafted by mid-October to share with the Culture Steering group at its first meeting in November.	
		Establish Greater Manchester Culture Partnership	Membership of the group was confirmed in August 2018 and includes a mix of artists, arts organisations and national and local funders and partners. The first meeting will take place in Autumn, 2018.	

## Priority 7 – A green city region and a high quality culture and leisure offer for all

### GMS targets

By 2020, GM will have reduced CO<sub>2</sub> emissions to 11mt, down from 13.6mt in 2014

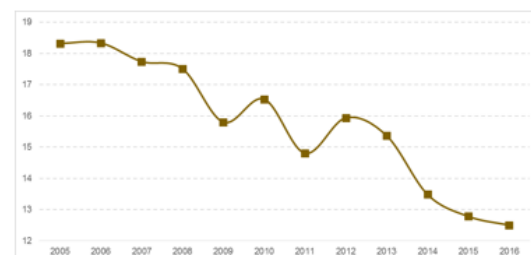


**12.5mt**

of CO<sub>2</sub> emissions in 2016, or 4.49t per capita

A reduction of **0.5mt** since 2015

**0.2mt** ahead of the target trajectory of 12.7mt



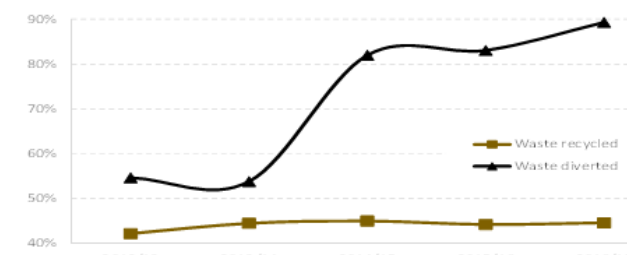
By 2020, 50% of waste in GM will be recycled and 90% diverted, up from 46.7% and 88% respectively in 2016/17



**46.7%**

of waste recycled in 2016/17

An increase of **2.5 percentage points** on the previous year



**88%**

of waste diverted in 2016/17

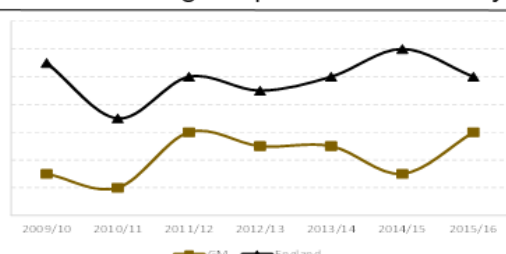
An increase of **5 percentage points** on the previous year

By 2020, we will have halved the gap with the national average for the proportion of GM residents reporting that they visited the natural environment at least once during the previous seven days



**38%**

of GM residents reported that they had visited the natural environment at least once during the previous seven days in 2015-16\*



An increase of **3 percentage points** compared to 2014-15, but **below the 2015-16 England average of 42%**

\* Looking to replace this with a more robust measure, potentially sourced from a new GM residents' survey

By 2020, participation at cultural events and venues will be growing by at least 5% pa



**3.2m**

engagements by GM residents with cultural organisations supported by AGMA in 2017/18\*

**7.5% increase** on 2016/17 levels

\* This measure only covers participation in cultural provision by AGMA-funded organisations, and counts frequent attendees multiple times. We will use information from the Greater Manchester Resident survey and from analysis of Audience Finder data to set a new benchmark, which will measure successful delivery of the Greater Manchester Culture Strategy, from 2019 onwards.

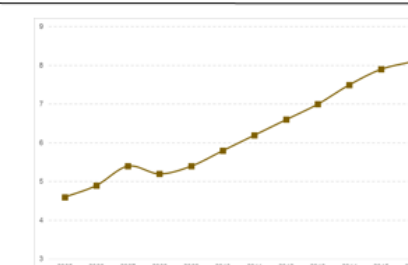
By 2020, the GM visitor economy will be valued at £8.8bn, up from £7.9bn in 2015



**£8.1bn**

generated by the visitor economy in 2016

An increase of **£0.2bn** since 2015



### Supporting indicators

**80.3%** of GM residents reported that they had high or very high life satisfaction in 2017/18

**1.7 percentage points** below the England average, **0.8 percentage points** above the previous year



**94,000** FTE jobs supported by Greater Manchester's tourism industry in 2016

**100 more FTEs** than in 2015



**£904m** generated by the conference and business events sector in 2017\*

\* Note: comparator data cannot be quoted due to methodological changes, therefore the trend indication is not shown. The RAG rating is based on a subjective assessment of performance.



GM was ranked **24th** in the Anholt Brand Index in 2017

**Up from 27th** in 2015



**87.6%** of GM lodgements had an energy efficiency rating of D or above (EPC/DEC) in Q2 2018

**6.5 percentage point** above the England average **3.9 percentage points** higher than Q2 2017



**30,0085** renewable electricity generation installations in GM in June 2018, with a combined capacity of 127,528 kW. **22,675 kW** higher than in June 2017, **52%** lower per household than the England average.



**944** accredited renewable heat incentives in August 2018 with a combined capacity (non-domestic only) of 53.8 MW. **2.5 MW** higher than August 2017, **64%** lower per household than the England average



### Context and challenges

- New data were available for around half of the Priority 7 measures reported above. Performance remains on track in terms of achieving the 2020 target for CO<sub>2</sub> emissions, although much of the carbon reduction reported is due to national measures, decarbonisation of the grid, and warmer weather, which reduces the need for heating. We are now considering longer term ambitions, including progressing actions agreed at the March 2018 Green Summit.
- GM still falls significantly behind the national average for local renewable energy production, although again the position has improved since previously reported. Our response includes proposals to create a GM Energy Company, development of a Smart Energy Plan, and piloting smart energy generation systems through an Energy Transition Region.
- Reported life satisfaction in GM has seen a significant improvement, but remains below the national average. There is also considerable variance across GM districts.
- The key challenge for the visitor economy is to maintain growth in day and staying visits. Business visits in particular have seen little recent growth. We need to remain competitive, increase our profile and introduce new product. Recruitment and retention of staff is an issue, and will be further exacerbated by Brexit.
- Under the *Great Place* initiative, we are developing a new approach to assessing levels of engagement with culture, which will enable us to target our resources more effectively and address significant variation by geography and population group. Under the current methodology, engagement levels have increased, exceeding target expectations.

## Priority 8 (Safer and stronger communities)

- GM is thought to be on track to deliver the Implementation Plan actions in this area by 2020, with the exception of two amber-rated actions: development of tailored responses to meet the needs of victims of crime; and implementation of a consistent approach to complex safeguarding.
- Updated performance indicators show that personal crime has reduced over the last year and is significantly below the national comparator. However, household crime has increased (although some of this increase may be down to improved police recording), with the gap between GM and the national position widening.

### Priority 8: Safer and stronger communities

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
8.1 Develop and implement a <b>GM Resilience Strategy</b> which includes the findings from the Kerslake Review and Cohesion Commission, in partnership with 100 Resilient Cities	Activity is on track to achieve 2020 action	Drafted Greater Manchester Resilience Strategy ready for public consultation	GM Preliminary resilience assessment completed. Pilot projects and research underway in line with 100RC methodology to inform the resilience strategy.	<ul style="list-style-type: none"> <li>Published GM Resilience Strategy</li> </ul>
8.2 Develop with partners a clear strategy as to how we will jointly <b>prioritise our local responses to calls</b> from members of the public for services on the basis of threat, harm and risk. This will include community safety partnership responses as well as calls to the police.	Activity is on track to achieve 2020 action	A collective view of what 'good' looks like from the perspective of the citizen whilst also developing a shared understanding of the rights and responsibilities of organisations, communities and individuals	Police and Crime Outcome framework under development and progress reported to police and crime panel June and July. 101 action plan agreed.	<ul style="list-style-type: none"> <li>Consultation with districts undertaken, agreeing communication programme, focusing on rights &amp; responsibilities of partners and communities.</li> <li>Developed implementation plan.</li> <li>Agreed GM and district level framework, setting out community priorities.</li> </ul>
8.3 Have a series of established <b>programmes that raise awareness of online vulnerability and risks and informs practice</b> to keep people safe, reduce harm and build strong communities. This will include regular communication with communities about emerging threats and actions they can take to protect themselves.	Activity is on track to achieve 2020 action	First findings of an assessment of online vulnerability available	Economic crime desk established and increase in capacity planned. Nature of issues informing needs and vulnerabilities. Completion of assessment of online vulnerability delayed.	<ul style="list-style-type: none"> <li>Completion of online vulnerability assessment and programme of interventions developed and presented to community safety partnerships.</li> </ul>
8.4 Have an effective and consistent <b>approach to reports of violence against women and girls</b> across our partnerships	Activity is on track to achieve 2020 action	Developed a strategy to reduce violence against women and girls and an outcomes framework to assess progress	Process to establish Violence against Women & Girls strategy agreed and victims needs assessment underway. Consultation on the strategy scheduled Nov/Dec 18	<ul style="list-style-type: none"> <li>Consultation on draft strategy Nov/Dec 18. Strategy completion by March 19 with accompanying implementation plan.</li> <li>STRIVE programme contract award Dec 18, incremental implementation across districts. Trafford, Salford and Stockport by March 19</li> </ul>
		Provided information governance support to ensure effective information sharing to enable the STRIVE programme	GM wide service in development with contract award scheduled for Dec 18. Single service will enable information sharing and consistency of approach across GM	

8.5 Have <b>tailored responses to all victims of crime that meet their needs</b>	Discussions ongoing with GM Connect for a unified architecture which will facilitate matching of identities across different organisational systems	Understand the different needs to victims and have mapped gaps in service provision	Needs assessment of vulnerable victims underway and will inform VAWG strategy.	<ul style="list-style-type: none"> <li>Review of commissioning requirements for specialist service provision to be completed March 19.</li> <li>Have agreed route and implementation plan for Victims Data Sharing Tool in place by March 19</li> </ul>
		Received formal agreement and funding to develop the Victims Data Sharing tool	Discussions ongoing with GM Connect regarding the establishment of a unified architecture which will facilitate matching of identities across different systems	
8.6 Develop and implement an approach that will provide <b>support to our most vulnerable citizens</b> by making sure that all those delivering our health and justice services, including the voluntary sector, work together to solve problems and improve lives.	Activity is on track to achieve 2020 action	An understanding of the views of service users and providers on the needs of vulnerable citizens	Problem profile in development which will focus on the exploitation of vulnerable people and broader needs of victims. Development and testing of a service user model of engagement.	<ul style="list-style-type: none"> <li>Completed Victims needs assessment and have informed the content and implementation of Health &amp; Justice Strategy, Violence against Women and Girls Strategy, and Serious Violent Crime Strategy.</li> <li>Specification and approach agreed for service user engagement model.</li> </ul>
8.7 Have a <b>consistent approach to complex safeguarding</b> of children which reflects the findings of the CSE assurance exercise	Achievement of the 2020 action is dependent upon agreeing and implementing the approach across all districts	Finalised the independent CSE assurance exercise and commenced implementation of recommendations	Findings of the part 1 assurance review being drafted ahead of publication before the end of the year.	<ul style="list-style-type: none"> <li>Agreement reached by LA leaders on the proposed methodology to provide assurance on current practices in respect of CSE in GM and support its implementation</li> </ul>
8.8 Develop channels of communication to <b>facilitate information sharing and better relationships</b> between neighbourhood teams and communities	Activity is on track to achieve 2020 action	Devolved small grants budgets from GMCA to districts building on the VCS Accord to support work underway in the districts to allow communities to deliver change	Small grants devolved to districts for pilot year and integrated within local processes and arrangements with VCSE.	<ul style="list-style-type: none"> <li>Undertaken evaluation of VCSE involvement and outcomes of funding, to inform future years approach.</li> </ul>

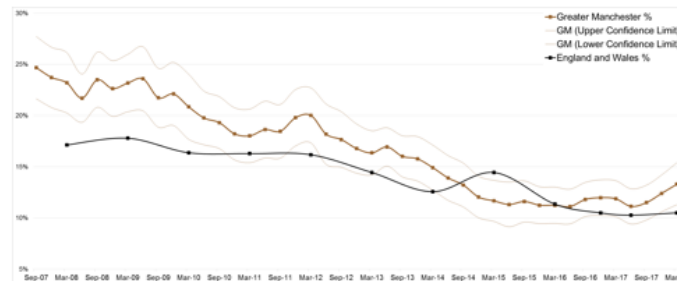


# Priority 8 – Safer and Stronger Communities

## GMS targets

In 2016, 11.8% of GM households said they had been a victim of household crime in the past 12 months. 3.9% of GM residents had experienced personal crime. Over the period to 2020, victimisation rates will be in line with or below the England & Wales average

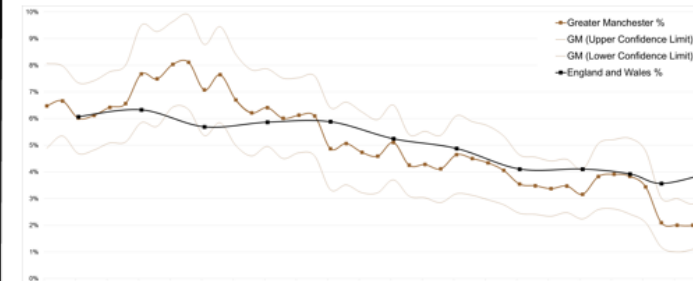
**13.3%** of GM respondents said they had experienced household crime in the year to March 2018, **2.8 percentage points** higher than the most recent national figure  
**1.4 percentage points** higher than March 2017



**Household**

**Household Crime:** vandalism; domestic burglary; vehicle-related theft; bicycle theft and other household theft. Respondents are asked whether anyone currently residing in the household has experienced any incidents within the last 12 months.

**2.2%** of GM respondents said they had experienced personal crime in the year to March 2018, **1.7 percentage points** lower than the most recent national figure  
**1.2 percentage points** lower than March 2017



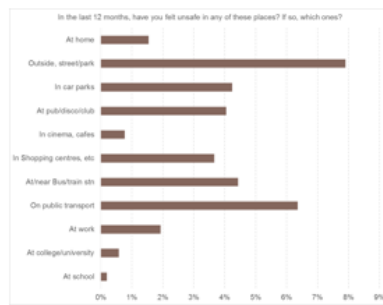
**Personal**

**Personal Crime:** theft from the person; snatch theft; stealth theft; other theft of personal property; all Crime Survey for England and Wales (CSEW) violence; wounding; assault with minor injury; assault with no injury and robbery. Personal crimes only relate to the respondent's own personal experience, not that of other people in their household.



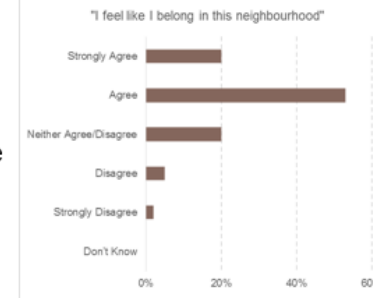
**19%** of GM respondents reported feeling 'unsafe' in a public location sometime in the past 12 months as of 2015-16

**4 percentage points** below the national average



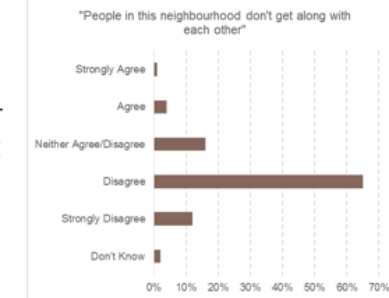
**73%** of GM respondents agreed or strongly agreed with the statement that 'I feel like I belong to this neighbourhood' in 2014-15

**3 percentage points** above the national average



**5%** of GM respondents agreed or strongly agreed with the statement that 'people in this neighbourhood don't get along with each other' in 2014-15

**0.9 percentage points** below the national average



[ Work is ongoing to develop an outcomes framework to provide insight into the outcomes and commitments made in Standing Together, the new GM Police and Crime Plan (PCP). The PCP outcome measures will draw on a range of data sources including GMP recorded crime, national survey data and locally collected data from across GM. It is anticipated that the framework will receive formal sign-off in Autumn 2018, with baseline data collected before Christmas. A GM residents' survey on the PCP outcomes is currently going through the procurement process. The PCP framework will complement the GMS Priority 8 outcome indicators; the headline measures used in this dashboard will be updated to align more closely with the PCP outcomes framework once finalised. ]

## Supporting indicators

[ The suite of sub-indicators will be revised to ensure consistency with the PCP outcomes framework. ]

## Context and challenges

- As noted, the reported indicator set will be revised on finalisation of the PCP outcomes framework.
- Updated data were only available for the two headline measures relating to household and personal crime: personal crime has reduced over the last year and is significantly below the national comparator, but household crime has increased and the gap between GM and the national position has widened. Whilst some of this increase is explained by improved police recording, the data highlight the increased demand on policing, at a time when Greater Manchester Police (GMP) resources are spread thinly following successive years of funding cuts and reductions in the number of front-line officers.
- The refresh of the Justice Devolution MoU is in progress, with new governance arrangements, focused on the Justice and Rehabilitation Outcomes Framework.
- More broadly, a GM Resilience Strategy is in development, which will incorporate findings from the Kerslake Review into the 2017 Manchester Arena bombing.



### Priority 9 (Healthy lives, with quality care available for those that need it)

- Good progress is being made on a number of the Implementation Plan actions and key indicators, but some risks are flagged where we are thought not to be on track to deliver our 2020 ambitions. Of the actions flagged as amber: the establishment of a fully integrated health and social care system, where variability in Local Care Organisation development is a concern; and progress in reconfiguring acute services to deliver more consistent clinical standards across GM settings.
- Updated data were not available on the three headline premature mortality measures in the Performance Report, and impact of health and social care transformation activity on these areas will only be demonstrated in the medium to longer-term. However, of those measures that have updated, the majority demonstrate improvement, albeit not yet at the pace required to meet 2020 targets or to address the gap with the national average.

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

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
9.1 Implement <b>population health programme</b> to deliver the GM population health outcomes	Activity is on track to achieve 2020 action	Introduce GM standards to reduce the number of women and their partners who smoke in pregnancy	Programme implemented in Clusters 1 & 2 with Cluster 3 beginning late October. Referrals from midwives to specialist services rising rapidly with 350 women on the incentive scheme to date.	<ul style="list-style-type: none"> <li>• All Transformation Fund and public health programmes and system reform proposals into delivery phase to reduce smoking in pregnancy</li> <li>• Finalised Transformation Fund process for GM Public Health Plan, completed investment process for tobacco, health Checks &amp; wellness</li> <li>• Fully integrated 0-5 years oral health Public Health Outcome Framework into Locality Assurance</li> <li>• Excellence in GM Sector Led Improvement Programme delivered to reduce variation and improve outcomes.</li> <li>• Implemented Big Alcohol Conversation, GM Drug &amp; Alcohol Strategy and Transformation Fund proposals to reduce Alcohol Exposed Pregnancies</li> <li>• Increased mobile ECG Devices / Smart devices usage by 30%.</li> <li>• Agreed Hypertension approach.</li> <li>• Engaged all Districts, and agreements with at least 3 districts on use of my COPD app.</li> <li>• Agreed success measure with GM Respiratory Group to support Pulmonary Rehab.</li> <li>• Work commenced and completed in remaining 6 Hep C hotspots Point of Care sites and transfer kits to remaining 8 sites.</li> <li>• Commenced 6 month Hep C testing in at least 1 prison.</li> <li>• Agreed support from the Operational Delivery Network and commenced detection testing and treating in at least 2 GPs within Manchester CCG</li> </ul>
		Year 1 Implementation of the Making Smoking History Strategy	The Making Smoking History Strategy been implemented with activity being delivered across all elements GMPOWER model since Sept 2017.	
		Roll out a programme to improve the oral health status of the 0-5 age population in four areas	The children's dental health transformation being implemented in four localities, including implementation of the health visitor programme	
		The roll out of Focused Care	Expanded into 7 Greater Manchester areas, bringing Focused Care to over 50 practices & recruiting over 30 Focused Care workers	
		Have commenced Healthy Hearts initiatives across 4 localities	Commenced components of Healthy Hearts across GM localities. 4 CCGs on board. Mobile ECG devices across 8/10 localities distributed.	
		Reviewed clinical treatment for a significant number of COPD patients across GM	Medication reviews completed 135 patients across 9 virtual clinics in Manchester CCG, 80% switched to more effective medication QUIPP saving £18k. 5 priorities for COPD agreed with HSCP and engaged Directors of Commissioners.	
		Commenced a Hep C elimination programme across GM increasing uptake of available drugs to cure disease	Agreed with partner organisations key pillar activity to support Hep C Elimination. Commenced work in 8 hotspot community pharmacies. In the two that have fully commenced the 'to treated' is around 50%	
9.2 Establish a <b>fully integrated health and social care system</b> to break down historic barriers and improve outcomes for all residents and patients	Variability of development of the Local Care Organisations and single commissioning functions is impacting on performance against this 2020 action.	Accelerate the development of the 10 Local Care Organisations – building on the findings of the recent LCO review	LCO development reviewed against agreed criteria; agreed programme of masterclasses via LCO network; review of progress through assurance meetings and highlight reports against TF investment; process on support and recovery agreed through September WLT	<ul style="list-style-type: none"> <li>• Support and recovery programme with localities delivered</li> <li>• Worked with localities to enact recommendations from Single Commissioning Functions review</li> </ul>
		Continue work with all 10 localities to put in place Single Commissioning Functions	Review of 10 SCF completed and report produced	

9.3 Implement a <b>Mental Health programme and Investment Proposition</b> to improve access and deliver parity of esteem between mental and physical health	Activity is on track to achieve 2020 action	Complete a GM Mentally Healthy Schools Pilot	The Rapid Pilot completed September, with celebration event due Oct	<ul style="list-style-type: none"> <li>Launched GM Green Paper Trailblazer Programme for Mentally Healthy Schools</li> <li>Teams for Salford, Oldham &amp; Manchester Liaison Mental Health fully recruited</li> <li>Clarified GM needs and demand for ADHD and Community Eating Disorder service. Identified CAMHS graduates and those not known to services</li> </ul>
		Liaison Mental Health roll out to ensure access to mental health support 24/7 for all ages	Staffing of Salford Royal team nearing completion.	
		Make significant progress to the implementation of core GM standards for children with ADHD	Significant progress has been made in implementation of the standards across all 10 localities	
9.4 Implement a <b>H&amp;SCP Workforce strategy</b> to ensure our workforce is supporting new models of care	Activity is on track to achieve 2020 action	Launch the GM nursing recruitment campaign to target key shortage areas	Nurse recruitment campaign 'Be a Greater Manchester Nurse' launched in June	<ul style="list-style-type: none"> <li>Nursing recruitment campaign delivered and evaluated</li> <li>Evaluated the first year of implementation of the continuous service commitment</li> <li>Launched a guaranteed employment scheme</li> <li>Rolled out the best practice toolkit for employers to support working carers</li> <li>Commenced implementation against the action plan to address workforce race equality</li> <li>Opened nominations for the Health and Care Champion Awards 2019</li> <li>Completed and evaluated the pilot leadership programme for Registered Managers</li> <li>Developed a future manager programme framework for Care Homes and Care at Home across GM</li> </ul>
		Develop a GM benefits programme for current and future staff	Work underway developing a GM employment offer and benefits programme to support recruitment and retention: <ul style="list-style-type: none"> <li>- Nurse incentives programme, including a recruitment campaign and development of a guaranteed employment scheme</li> <li>- Continuous service commitment to support workforce mobility</li> <li>- Best practice toolkit developed for employers to support working carers</li> <li>- Historic commitment across public sector organisations to tackling workforce race equality as a collective</li> <li>- Recognition and raising the profile of the workforce through the first ever GM Health and Care Champion Awards, held July 2018</li> </ul>	
		Commence Care Academy pilot as part of a programme to establish centre(s) of excellence for workforce development	Develop quality and excellence through workforce development across social care workforce in GM. Through a Care Academy pilot, a number of initiatives have commenced targeting this part of the workforce. Creating innovative programmes, to develop a talent pool of care workers at entry level as well as a succession planning programme for future leadership	
9.5 Make significant progress in reconfiguring acute services to ensure we have <b>high quality, consistent clinical standards across hospital care</b>	Set of decisions on future shape of hospital services still need to be taken by Joint Commissioning Board.	Developed models of care across a range of clinical specialities. These models of care will inform how hospitals can work together to ensure consistent, high quality care	Eight reviews of models of care have been initiated and four of these have recently been completed.	<ul style="list-style-type: none"> <li>Options presented to Joint Commissioning Board on collective impact of care models</li> <li>Recruited information systems leadership roles</li> <li>Additional 3 sites activated and ERAS active across all sites.</li> <li>Agreed funding and procurement routes for digital platform.</li> <li>Programme evaluated with partners.</li> </ul>
		Agree resourcing for H&SC information governance support at appropriate scale and defined the framework for information sharing	Lack of clarity across GM system on application of information governance rules	
		Introduced ERAS+ across a number of sites across GM to enhance pre-operative care for surgery patients, to aid recovery	ERAS active in 3 sites. GM Leisure+ Partnership and Digital offer scoped. Implementation Support Pack in development to support spread across academic health science network	
9.6 Ensure delivery of the <b>Primary Care Reform Strategy</b> to improve patient access and put primary care at the centre of place-based delivery models	Activity is on track to achieve 2020 action	Provision of 7 day access to general practice in all parts of GM to provide over 1,500 additional hours of GP and/or Practice Nurse time in addition to core hours.	All 10 GM localities are delivering 7 day additional access, providing 100% population coverage, equates to c1500 additional hours being delivered each week. Across GM there are currently 50 hubs delivering 7 day access. Work is ongoing to ensure all localities are meeting the national requirements and appropriately advertising / raising awareness of the service.	<ul style="list-style-type: none"> <li>Completed quarterly monitoring of 7 day GP access programme</li> <li>Developed case studies that demonstrate difference reform programme is making to public and workforce</li> <li>Delivered training sessions for frontline admin and clerical staff</li> <li>Social prescribing approaches rolled out through Person and Community Centred Approaches programme</li> <li>Established GM Medicines Optimisation Advisory Group, with agreed localities to lead on activity. Training &amp; delivery roll out.</li> </ul>
		At least 50% of GP practices to signpost patients to wider health and care services including community and voluntary sector. We expect this to be 100% of GP practices by the end of the 2018/19	As part of GP Forward View, a new 5 year £45 million fund has been created to contribute towards the costs for practices of training reception and clerical staff to undertake enhanced roles in active signposting and management of clinical correspondence. For GM, this equates to £2.3m over four years to fund both care	

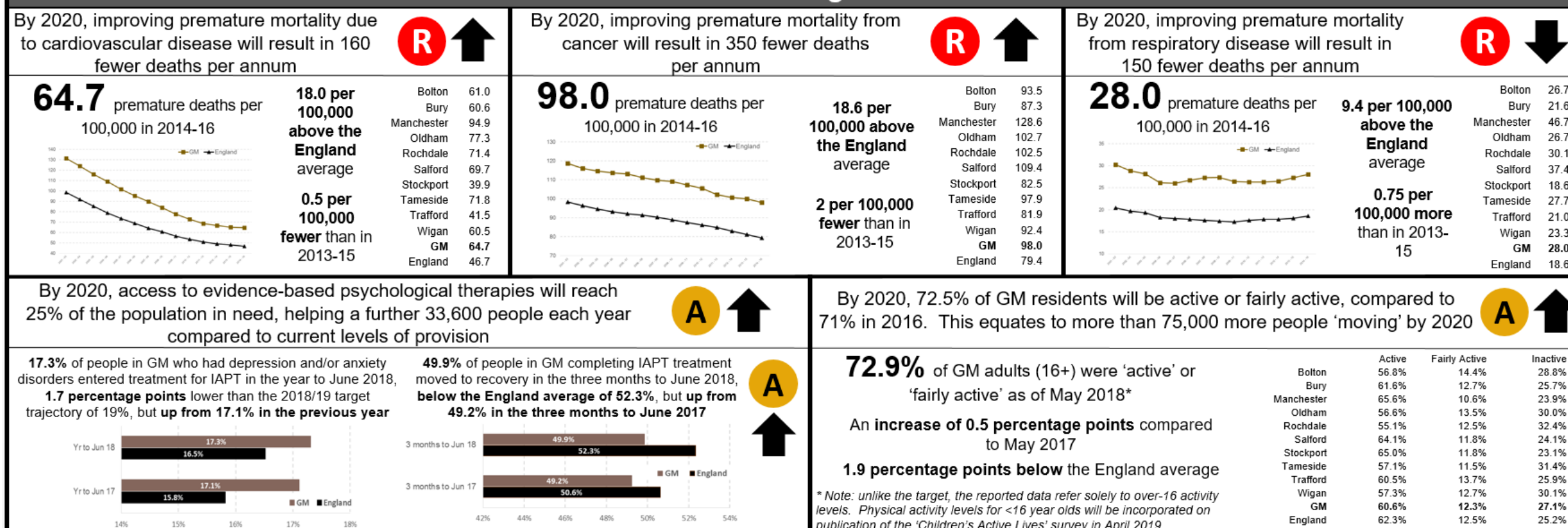
			navigation and/or workflow optimisation. Localities to determine how this is best deployed locally. To date, almost 450 members of practice staff have been trained in active signposting across GM, to ascertain the patient's need and signpost them to the most appropriate person or service, referring to a local directory of services.	<ul style="list-style-type: none"> <li>Potential to expand PINCER (a tool to reduce medication errors) through SMASH (dashboard on medication safety) working with PRIMIS (audit tool for primary care data) and GM partners investigated</li> </ul>
		At least 40% of practices will have a Pharmacist-led information technology intervention for medication errors audit software package to help GP practices review their patient caseloads and highlight patients who may be at risk of prescribing errors	Secured a support package with PRIMIS (audit tool for primary care data) and Medicines Optimisation National team and working with two wave one Academic Health Science Networks to develop a strategic approach to PINCER (a tool to reduce medication errors) delivery. In GM agreed an advisory group and first meeting scheduled Oct 2018 to agree next steps. To have 20 practices using PINCER by December 2018 rising to 30 by April 2019.	
9.7 Deliver <b>Adult Social Care Transformation</b> as part of integrated care models across GM	Co-investment model for Living Well at Home (previously known as Care 2020) was not taken forward by Government.	Equip all localities to support significant improvement in care home quality	<ul style="list-style-type: none"> <li>All localities have adopted a quality improvement process for care homes and care at home.</li> <li>CQC quality ratings need to improve further to match or exceed regional and national performance, the rate of improvement is greater than national rate of improvement and quality targets have been agreed across GM</li> <li>A leadership development programme for Registered Managers has been designed for Greater Manchester that incorporates the emerging GM Way leadership framework, and has a person and community centred approach embedded within it. An initial pilot cohort of 20 Registered Managers will undertake the programme, which has been co-designed with Registered Providers whose managers will be attending the programme. A training provider has been commissioned.</li> <li>Established Greater Manchester network of independent care sector providers (GMICSN), with a Board which meets regularly. MoU being developed with HSCP. To date, network has met initial registration target of 150 members, and established links with provider forums, with a target to encourage all registered providers in GM to join the GM provider network.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced 'bed state' tracker and GM Quality dashboard</li> <li>NHS IG toolkit and NHS mail rolled out</li> <li>Worked with Health innovation Manchester to reduce falls</li> <li>Developed clinical supervision &amp; other support for registered managers</li> <li>Developed a support network for Trusted Assessors to share best practice</li> <li>Shared positive news stories to acknowledge and value good practice</li> <li>Held good practice workshops re new models</li> <li>Targets have been agreed with support to colleagues aimed at achieving at least 75% Care Homes rated Good or Outstanding in all localities, and zero 'inadequate' rated care homes, by April 2020</li> <li>GM Leadership Development Programme for Registered Managers completed and evaluated. Evaluation then used for development of framework for the embedding of key development principles in Registered Manager training commissioned within localities.</li> <li>GMICSN website and newsletter launched. Joint 'manifesto' developed between GMSHCP &amp; GMICSN</li> </ul>
		Begin development of minimum standards required for a teaching care home model in GM	<ul style="list-style-type: none"> <li>First TCH cohort identified, visits are being undertaken to the selected homes. TCH is a major programme of work with a number of subgroups including one led by the workforce lead for Adult Social Care which connects to other delivery areas.</li> <li>A Task and Finish Group to develop a GM Excellence standard is also feeding into this work.</li> </ul>	<ul style="list-style-type: none"> <li>Planned for the communication and engagement even with the Care Home test sites will continue</li> <li>TCH programme is due to go live and the launch is being managed through a task and finish group</li> </ul>
		An extended and consistently available support offer for all carers across GM	<ul style="list-style-type: none"> <li>All 33 organisations in GMHSCP made a commitment to deliver on the rights of carers as set out in the GM Carers Charter. This commitment recognised the complex and personal journeys that carers experience at an individual level, and how through working as one H&amp;SC system (and broader partnership) we could significantly improve support given to GM's 280,000 unwaged carers.</li> </ul>	<ul style="list-style-type: none"> <li>The programme (working with carers and locality representatives), will have utilised the GM Exemplar Model for Carer Services to develop a 10 locality Carers Action Plan, to extend the support to carers and to ensure a consistently available support offer for all carers across GM.</li> </ul>



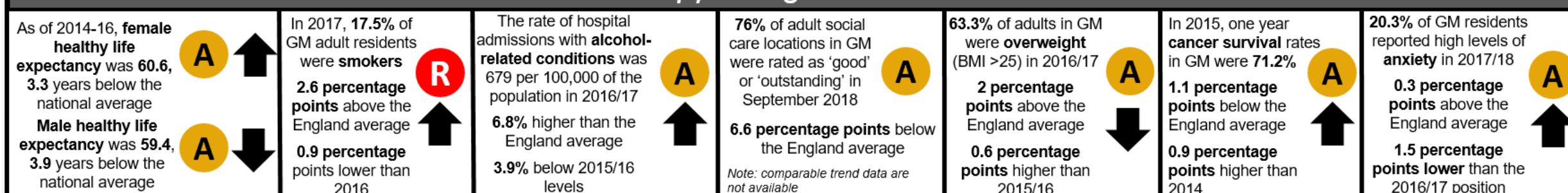
			<ul style="list-style-type: none"> <li>Since endorsement of the GM Carers Charter, the GM Support for Carers Programme has been working with Localities, Commissioners and Providers, to strengthen this work, by developing the GM Exemplar Framework for Carer Services. Building on good practice and by listening to the needs of carers</li> </ul>	
		Continue to work with Government on a co-investment model for the Care 2020 programme – and begin to implement elements of the programme	<p>Co-investment proposals made to Government - but not taken forward.</p> <ul style="list-style-type: none"> <li>Driven progress in relation to 6 key delivery areas: 1. Person centred care &amp; support, 2. Quality, 3. Workforce, 4. High impact models, 5. Technology &amp; innovation, 6. Reforming the wider system</li> <li>Worked with localities to understand requirements and refine the critical elements of the model for the reform of care at home.</li> <li>Developed a provider co-production plan with aim to test the model out from their perspective</li> </ul>	

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

## GMS targets



## Supporting indicators



## Context and challenges

- Updated data were available for around half of the measures reported above: IAPT access and recovery rates; the proportion of residents who were active or fairly active; smoking prevalence; CQC adult social care ratings; and the proportion of residents reporting high levels of anxiety.
- There will inevitably be a time lag before the impact of GM activity is demonstrated in the premature mortality data, but smoking prevalence is a good indicator of progress against all three targeted measures. The 2017 data show a 0.9 percentage point reduction in the proportion of GM adult residents who were smokers, greater than the 0.7 point reduction for England as a whole (although the gap with the latter remains significant). Positive progress was also evident in the latest reported data on alcohol-related hospital admissions and the proportion of residents who were active or fairly active, both of which should signal shifts in the higher-level outcomes. Core activity under the GM Population Health Plan includes Make Smoking History, GM Moving and the GM Cancer Plan, which should accelerate these early signs of improvement.
- Local Care Organisations (LCOs) and Single Commissioning Functions continue to be embedded, focused on integration across locality health and social care systems, although there is some variance in progress. These structural changes will support implementation of transformation activity on the ground, including reform of primary care, urgent and emergency care, mental care, adult social care and dementia provision. A health and social care workforce strategy is also being implemented to ensure that front-line staff are better equipped to deliver new models of care. More broadly, a prospectus for the next phase of health and social care devolution is currently being developed.

## Priority 10 (An age-friendly Greater Manchester)

- GM is generally thought to be on track to deliver its Implementation Plan ambitions under this priority, although progress in developing ten locality plans for age-friendly neighbourhoods is behind target and rated amber.
- In terms of the Performance Report measures, GM's progress is generally slightly behind target (shown as amber), with the exception of the employment rate for 50-64 year-olds, where performance has been stronger than expected.

### Priority 10: An Age-friendly Greater Manchester

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
10.1 Put in place a <b>network of Age-friendly neighbourhoods</b> across GM	Progress on developing 10 District plans is behind target	WHO endorsement of GM as first UK Age Friendly City Region	Accreditation received Feb 2018; public announcement by the Mayor March 2018	<ul style="list-style-type: none"> <li>• Action plan produced jointly with TfGM by December 2018</li> <li>• Plans in place by March 2019</li> <li>• Launch in Tameside</li> <li>• Continued delivery of programme by GreaterSport</li> </ul>
		Published TfGM / GMCA report on ageing & transport	Draft report presented to TfGM committee and GM Ageing Hub Steering Group Sept 18	
		10 Local Authority Age-friendly plans in place	Plans are in place for a number of LAs, but further development is needed in others.	
		Rolled out Take a Seat programme to 500 GM stores and shops	By Sept 18 GM Housing Providers has rolled out Take a Seat programme to 300 sites across GM	
		Launched £1m Greater Sport programme to increase physical activity amongst older people	Launched March 2018, all funding commissioned	
		Held GM Festival of Ageing (July 2018)	Held 2-15 July 2018; over 12K people took part in 350 events across GM, the majority of which were designed and led by older people	
10.2 Design and deliver <b>employment support programme</b> for people aged over 50	Activity is on track to achieve 2020 action. Current performance exceeding target trajectory	Engaged with DWP, Jobcentre Plus, CfAB and local agencies to develop a more effective place-based and person-centred service offer for older workers	Steering and Operational Groups established with GMCA, DWP, DfE, MHCLG, JCP and CfAB. 5 year test and learn programme agreed and funding secured from CfAB for initial evidence review phase. Evidence review commissioned in Sept.	<ul style="list-style-type: none"> <li>• Evidence review will be completed by Jan 2019, with interim mapping of the evidence review produced by mid-October 2018. Key lines of enquiry established to test new service offers and initial pilots agreed.</li> </ul>
10.3 Deliver a series of <b>GM showcasing events</b> , positioning GM as global leader in Ageing	Activity is on track to achieve 2020 action	Hosted European Innovation Partnership / Eurocities event focused on Devolution and ageing and British Society of Gerontology conference	Delivered July 2018.	<ul style="list-style-type: none"> <li>• Appoint successful delivery partner</li> <li>• Deadline for applications Dec 2018, winners announced at GM Age Friendly Conference Feb 2019</li> </ul>
		Launched EU-funded research programme on urban ageing	Out to tender	
		Issue Mayoral "challenge" to GM agencies and communities on making GM more age-friendly	Issued July 2018, with follow up communications scheduled for 1 October International Older People's Day	



# Priority 10 – An age-friendly Greater Manchester

## GMS indicators

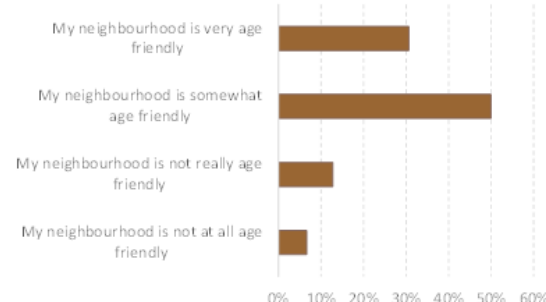
By 2020, 90% of people aged over 50 in GM will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017



**80.6%** of people aged over 50

in eight GM localities identified their neighbourhood as 'very' or 'somewhat' age-friendly, as reported by the Ambition for Ageing programme in the year to July 2018\*

**1.1 percentage points** behind the target trajectory, and slightly below the year to July 2017 (81.2%)



\* Looking to modify this measure to capture data for all 10 localities through a potential new GM residents' survey

By 2020, 5,000 more 50-64 year olds will be in **employment**, relative to a June 2016 baseline of 316,000

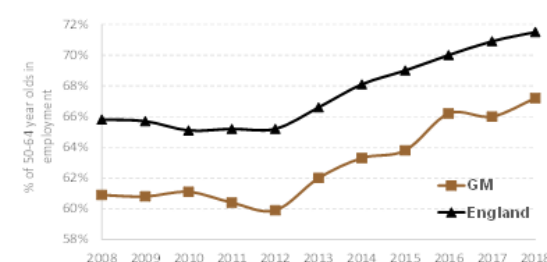


**67.6%**

of 50-64 year old GM residents (335,000) were in employment in the year to June 2018

**5.0%** (16,000) ahead of the estimated target trajectory

Up from **66.6%** (325,000) for the year to June 2017



In 2015/16, there were 10,426 **hospital admissions due to falls** amongst GM residents aged over 65. By 2020, we will have reduced this to fewer than 9,700 falls pa

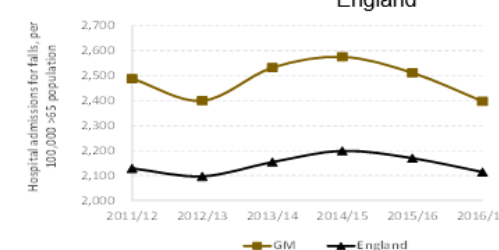


**2,398**

hospital admissions for falls per 10,000 GM residents aged >65 in 2016/17 (10,096 in total)

**3.1%** behind the target trajectory

Down from **2,512** in 2015/16



**Admissions per 10,000 >65 year olds, 2016/17**

Bolton	1,904
Bury	1,784
Manchester	2,540
Oldham	2,478
Rochdale	2,126
Salford	2,942
Stockport	2,546
Tameside	2,143
Trafford	2,421
Wigan	2,820
<b>GM</b>	<b>2,398</b>
England	2,114

By 2020, we will meet or exceed the national average for the proportion of adult social care users who have as much **social contact** as they would like



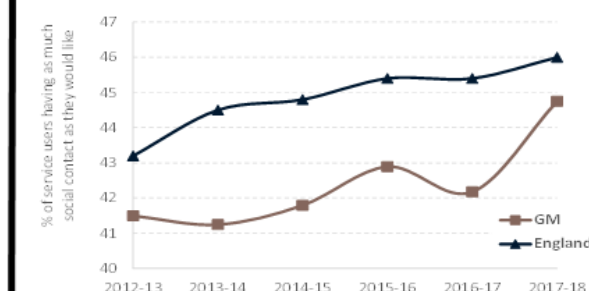
**44.7%** of

adult social care service users had as much social contact as they would like in 2017/18\*

**1.3 percentage points**

below the national average (46.0%)

Up from **42.2%** in 2016/17



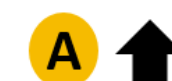
\* Looking to replace this with a measure that is representative of older people more broadly and the extent to which they feel socially isolated, potentially sourced from a new GM residents' survey

## Supporting indicators

In 2017/18, there were **766** admissions to residential and nursing care per 100,000 GM residents aged >65, down from 820 in 2016/17, but significantly above the 2017/18 England average (569 per 100,000)



**42.6%** of deaths in GM during the year to June 2018 occurred at the person's usual place of residence, slightly above the figure for the previous year (42.2%), but below the England average for the year to June 2018 (46.7%)



Note that the most recent data (Q1 2018/19) are provisional

## Context and challenges

- All of the Priority 10 indicators have been updated in this version of the Performance Report, with the exception of the number of hospital admissions for falls. With regard to the proportion of people identifying their neighbourhood as 'very' or 'somewhat' age-friendly, performance is slightly down compared to the previously reported period, and lags the target trajectory, but this may reflect Ambition for Ageing's recent focus in engaging with people who are more excluded and socially isolated. In line with data reported under other GMS priorities, progress on employment is good, with a higher proportion of 50-64 years in work, although still a significant gap with the England average. Similarly, improved performance is evident on the proportion of adult social care users who have as much social contact as they would like, the number of care home admissions and end of life experience, albeit the gap with the national data remains.
- GM is seeking to address the challenges of an ageing population with a positive vision of ageing, set out in the GM Age-Friendly Strategy. Key actions have included the publication of new reports: with TfGM to support age-friendly transport; and with the Centre for Ageing Better (CfAB) and Manchester School of Architecture on housing and ageing.
- We are also working with CfAB to identify a new suite of indicators for the Age-Friendly Strategy, and will reflect this in a refreshed indicator set for future Priority 10 reporting.
- The Mayoral Challenge was launched by GMCA with GMCVO, and will lead to 50 age-friendly communities by 2020.
- The first GM Festival of Ageing was held in July 2018, led by VCSE agencies, and comprised 360 local events plus large events in each locality. 103 small investments were awarded and overall there were 12,639 attendees.

## Enablers and ways of working

- The 2020 actions are largely deemed to be on track and rated either green or amber. Amber actions are generally reflective of the scale of change required to achieve the 2020 target, or where some progress has, to date, been slower than expected. However, two actions are rated red: development of integrated whole system approaches to budget setting and resource management; and agreement of a long-term devolutionary settlement, including policy freedoms and flexibilities, financial settlements, fiscal tools and regulation. Both depend upon the support and active involvement of government. GM continues to actively engage in the Budget and Spending Review processes and positive discussions are ongoing with a number of departments, it is not thought likely that there will be significant progress with devolution or long-term budget setting, given the government's focus on preparations for leaving the EU.

### 11. Enablers and ways of working

By 2020 we will... (RAG rating on overall progress towards achieving 2020 Action)	Comment on assessment of GM's ability to achieve 2020 action	Apr - Sep 2018 Milestone	Apr - Sep 2018 Milestone Performance Update	New Milestone Oct 2018 - Mar 2019
11.1 Put in place <b>new ways of working with the VCSE sector</b> , including new approaches to funding, building on the accord	GM's collective ability to truly embed and deliver on different ways of working with the VCSE sector, will require a significant cultural shift at GM and locality level.	Tested an outcomes based commissioning approach with the VCSE, using School Readiness as an exemplar	Set of principles for commissioning SR activity with VCSE developed and agreed. Opportunities for testing now being explored.	<ul style="list-style-type: none"> <li>Through the SR programme, work with localities to embed commissioning principles at local levels.</li> <li>Scope for the second phase of 'Elephants' project agreed, aligned to the Leaders in GM programme..</li> <li>Develop Implementation Plan for VCSE Accord</li> <li>VCSE Funding Pilot ongoing until Mar 19 and be evaluated by end of 2019.</li> <li>VCS engaged to co-design and shape the GM Information Governance Framework.</li> <li>Undertake scoping work for possible better uses of existing academic and VCSE generated data</li> </ul>
		Defined and tested with partners a draft set of co-production and co-design principles	A set of co-production principles has emerged through the first phase of the 'Elephants' project (a project which brought together policy makers from the GMCA and people with lived experience). Learning from phase 1 of the Elephants projects has led to a new approach to co-production being tested with the commissioning and monitoring of the GM Prison Family support contract and the development of the Housing First project.	
		Developed a framework for investing more effectively in VCSE organisations	The Deputy Mayor has awarded £1.1m to local authorities to support community safety initiatives, empower young people and build stronger communities. Each local authority will receive £100,000 - with an additional £100,000 awarded to MCC - to distribute to local projects and work with communities and voluntary groups to keep people safe, reduce harm and offending, and strengthen communities. The community grant funding is being provided directly to each local authority to allocate across their boroughs and will form a one year pilot into long term core funding.	
		Supported the delivery of GDPR training for VCSE sector	Completed - 128 voluntary sector organisations from across Greater Manchester benefitted from the training with 181 individual delegates participating.	
		Explored wider uses of data and intelligence generated by the VCSE sector	Work to begin Autumn 2018	

<b>11.2 Develop a GM approach to public service workforce development and the redesign of future roles, promoting the use of asset based approaches within all frontline practice</b>	Planned delivery activity against this action is currently on track, however to achieve this ambition will require significant culture change across the GM system	Developed a GM workforce framework, which supports the redesign of frontline roles at GM and locality level	A three tier framework has been developed which consolidates learning from GM reform activity. The framework sets out the core activities and expectations of the public service workforce. This framework has been tested with reform, HR and OD leads across the system.	<ul style="list-style-type: none"> <li>Have set vision for the GM public service workforce, and developed a shared plan for achieving this which is directly informed by the workforce reform required.</li> </ul>
<b>11.3 Adopt new ways of using data and intelligence, to ensure it drives system reform and performance management, based on what matters to people</b>	Activity is on track to achieve 2020 action	Developed and tested a risk stratification model to support activity across the priorities within the GMS	3 areas (Wigan, Stockport and Manchester) are piloting risk stratification models in relation to School Readiness. Work is underway to consider how these might apply across GM as part of the Evaluation and Investment School Readiness Workstream.	<ul style="list-style-type: none"> <li>Worked with at least one locality to identify the required steps to developing a risk stratification model, and how that approach can be scaled across other localities in GM.</li> <li>Worked with at least one locality to map the information sharing requirements of integrated delivery in place, and stored Information Sharing Agreements within the GM Information Sharing Gateway.</li> <li>Research findings shared with GM Information Board and wider stakeholders to ensure the information is used within project areas and informs strategy.</li> <li>Scoped a public campaign to raise public awareness of the benefits of information sharing.</li> <li>Established the GM Information Board GM information strategy and underpinning processes defined and approved</li> <li>Strategic alignment to GMCA IG service and re-purposing of the Greater Manchester Shared Service IG function completed.</li> <li>Gain approval on implementation plan, employ dedicated resource as per the GMCA's IG service structure.</li> <li>Information Board to agree KPIs and monitoring of adoption linked to key programmes of work such as Integrated Digital Care Record</li> </ul>
		Completed citizen engagement work to better understand resident attitudes to how public services access and use information	Research is now complete – it gain insight from 1,000 GM residents and focussed on trust, information security, sharing information with the private sector, transparency and consent. Cross sector review with stakeholders completed.	
		Have defined and rolled out a strategic information governance approach which enables public service reform by fast tracking new arrangements across GM	Head of Information Governance and Data Protection Officer has now been appointed and the GMCA's IG service is being formed. Draft IG implementation plan developed for GMCA which includes strategic outward facing work streams.	
		Have increased the use of the Information Sharing Gateway	Draft implementation plan developed for GM. Represent GM at national level IG steering groups to ensure strategic work at national level is accounting for the use ISG.	



11.4 Implement <b>place-based integration models in every locality in GM</b> , including VCSE organisations and SMEs; aligned to the development of Local Care Organisations serving 30-50K neighbourhood populations	Planned delivery is currently on track, however in terms of operating models and standards being implemented effectively in all localities will require a significant commitment to implementation at a local level	Developed GM standards for integrated delivery in place	All ten localities have undertaken a Strategic Self-Assessment for Reform as a partnership. The findings from this have been brought together with the findings from ten LCO development conversations to inform a set of system standards for integrated delivery in place. These standards were endorsed by the Reform Board in September 2018. The GM PSR Team has continued to provide support to Localities in the implementation of their place-based responses.	<ul style="list-style-type: none"> <li>10 locality plans in place, setting out how they will implement the system standards, supported by investment from transformation funds including the Reform Investment Fund &amp; Health &amp; Social Care Transformation Fund.</li> </ul>
11.5 Put in place <b>Public Service Hub functions</b> in every district, based on GM standards	Planned work is on track, the reality of bringing together the 'as is' and 'to be' delivery models, whilst ensuring safeguarding issues and relevant assurance are in place is complex and requires care and caution in developing and implementation	Agreed GM standards for the implementation of Public Service Hubs	Core standards for the components and capabilities of a Public Service Hub function have been co-designed with partners. The public service hub function forms part of the service standards endorsed at the Reform Board in September 2018.	<ul style="list-style-type: none"> <li>10 locality plans in place, setting out how they will implement the GM standards, including a public service hub function. Work will have been done locally to understand the connectivity with integrated neighbourhood delivery functions.</li> </ul>
11.6 Develop integrated <b>whole system approaches to budget setting and resource management</b> that consider the impact of decisions at place level	Delivery milestones are felt to be on track, however progress against the 2020 action is dependent upon clear asks of Gov to be agreed	Worked with at least one locality area to understand and develop an approach to implementation	A proposed methodology has been developed for the implementation of a shadow place-based budget and options are being discussed with localities.	<ul style="list-style-type: none"> <li>Tested agreed approach with more localities and identified options for scaling across GM.</li> </ul>
11.7 Design and adopt a <b>place leadership approach universally across GM</b> , including single locality leadership arrangements	Activity is on track to achieve 2020 action	Implemented through a place-based approach, a third cohort of GM Leaders on Leading GM programme	Phase 3 of the Leaders in GM programme was launched in May 2018. Each of the ten localities has identified a place-based challenge which is a priority for their locality partnership. These challenges will act as a vehicle for learning around place-based leadership. Up to 20 local leaders have been nominated to each challenge from across the system, and all levels.	<ul style="list-style-type: none"> <li>Developed an approach to the sustainability and scalability of a place-based leadership approach across GM.</li> <li>An evaluation of Leaders in GM, and high level design of phase 4 will be completed.</li> <li>Designed digital content for inclusion in Leading GM</li> </ul>
		Designed digital content for inclusion in Leading GM	Initial discussions held and this area will be taken forward in next months.	
11.8 Release <b>public sector owned land and property</b> for regeneration, housing and growth via the One Public Estate Programme	Delivery of this action requires complex partnership working across a range of projects including integration, PSR, regeneration and release of assets	Progressed individual milestones as per project plans in GM OPE Partnership Services and Asset Delivery Plan	Projects include integrated service hubs, locality asset reviews and town centre regeneration schemes. Generally, projects are experiencing both positive and negative shifts in timescales and benefits as the projects evolve and are estimated to release 68Ha of land to deliver 4,600 houses. Approximately 3Ha of land has been released to date.	<ul style="list-style-type: none"> <li>Continued expansion of the GM OPE Programme including OPE Phase 7 submission in November 2018</li> </ul>
11.9 Deliver <b>Neighbourhood Asset Review</b> Programme, providing integrated place based approaches to review of assets, services and needs	Activity is on track to achieve 2020 action	Stage 3 of NARs completed on: Bolton; Oldham; Rochdale; Tameside; Salford; Wigan; Stockport (Stepping Hill locality); Trafford	Stage 3 completed for Rochdale Stockport (Stepping Hill Locality). Stage 3 Salford, Tameside, Wigan Trafford completes November 2018. Stage 3 Bolton Oldham Manchester North completes January 2019. Stage 3 Manchester Central due to complete February 2019.	<ul style="list-style-type: none"> <li>Completed all programmed NAR and GM Wide NAR.</li> <li>Defined Project implementation plans and outcomes for completed NAR.</li> </ul>
		NAR Completed: Withington and Burnage; Bury; Stockport	Withington and Burnage NAR reviewed to include wider South Manchester locality and Partners preparing implementation plan. Bury and Stockport reviewed NAR actions and implementing solutions.	

11.10 Have adopted a <b>GM Spatial Framework</b> to provide a planning framework for future development and growth across GM	Delays in GMSF resulting in this action being off track	Consulted on the revised GMSF draft	Strategy development ongoing following decision to consult on revised GMSF in autumn	<ul style="list-style-type: none"> <li>Consultation undertaken on revised draft GMSF</li> </ul>
11.11 Develop new investment models through <b>reform investment fund</b> to deliver reform priorities	Activity is on track to achieve 2020 action	Developed a set of GM level investable propositions for consideration by GM Reform Investment Fund Panel	The development of GMCA level investable propositions is paused whilst more work is undertaken to formalise the function of the GM Reform Investment Fund and agree priorities for investment. At locality level Investment Plans for release of Troubled Families Funding have been refreshed with a report on progress / release of future funding due to go to the RIF Panel on 30th October 2018.	<ul style="list-style-type: none"> <li>Strategy agreed for the GM Reform Investment Fund that moves it beyond the existing terms of the MoU with Government towards a more sustainable vehicle for investing in reform at greater scale and leveraging local / government funding and social investment – events will have taken place to support thinking on this.</li> <li>Agreement will have been reached around priority areas for funding through RIF for 19/20.</li> <li>Progress reports received on early investments in ICO and Work &amp; Health programme.</li> </ul>
11.12 Continue to develop and invest GM's <b>core investment funds</b>	Activity is on track to achieve 2020 action	Committed GM investment funds in line with profile	£9.5m committed to GM businesses. 206 jobs created / safeguarded. 299 housing units to be developed. £5.8m of private investment leveraged by businesses. 71,500 sqft of commercial space to be developed.	<ul style="list-style-type: none"> <li>Continue to develop and invest GM's core investment funds</li> </ul>
11.13 Develop a <b>Local Industrial Strategy</b> with Government which further progresses GM's immediate devolution asks	Activity is on track to achieve 2020 action	Consultation draft published Prepare GM bid into Industrial Strategy 'Grand Challenge' Fund on Ageing	Consultation document published 15/10 Joint approach with Government around Ageing Society agreed in GM LIS joint statement	<ul style="list-style-type: none"> <li>GM LIS document published in March 2019</li> </ul>
11.14 Develop a <b>long-term devolutionary settlement</b> – including policy freedoms & flexibilities, financial settlements, fiscal tools and regulation	Achievement of this action is reliant on ongoing and effective negotiations with Gov and Gov policy	Developed GM position and proposition asks to inform Autumn Budget submission	GM input submitted to Autumn Budget	Engagement with officials as the Spending Review begins, and further development of GM's propositions

## Glossary

Acronym	Meaning
100RC	100 Resilient Cities
ADHD	Attention deficit hyperactivity disorder
AEB	Adult Education Budget
BBC	British Broadcasting Corporation
BIT	Behavioural Insight Team
Bridge GM	Greater Manchester's mechanism to strengthen ties between business, education and careers providers in order to ensure that GM provides young people with a careers programme fit for the 21st Century
CA	Combined Authority
CAB	Citizen's Advice Bureau
CCG	Clinical Commissioning Group
CfAB	Centre for Ageing Better
CfL	Curriculum for Life
CITB	Construction Industry Training Board
COPD	Chronic Obstructive Pulmonary Disease
CPD	Continuous Professional Development
CSE	Child Sexual Exploitation
Curriculum for Life	Curriculum aimed at equipping children and young people with the skills and knowledge needed to succeed in the real world (including Personal, Social, Health and Economic education)
DCS	Director of Children's Services
DfE	Department for Education
DfT	Department for Transport
DIT	Department for International Trade
DWP	Department for Work & Pensions
ERAS+	Patients undergoing surgery at six Greater Manchester hospitals will be prepared for the experience in the best possible way using the Enhanced Recovery After Surgery (ERAS+) programme. The surgical pathway builds on the success of the in-hospital programme but expands it to include six weeks of pre-surgery patient preparation and post-hospital recovery six weeks after, with patients and their family supported through a Surgery School.
ERDF	European Regional Development Fund
ESF	European Social Fund
ESFA	Education & Skills Funding Agency
EU	European Union
EYDM	Early Years Delivery Model
EYs	Early Years
GC	Growth Company
GCHQ	Government Communications Headquarters
GDPR	General Data Protection Regulations
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMHSCP	Greater Manchester Health & Social Care Partnership
GMICSN	Greater Manchester network of independent care sector providers
GMS	Greater Manchester Strategy
GMSF	Greater Manchester Spatial Framework
Gov	Government
GP	General Practice
GVA	Gross Value Added
HaES	Homes as Energy Systems
HS2	High Speed 2
HSCP	Health & Social Care Partnership
ICO	Information Commissioners Office
ICT	Information and Communication Technology



IG	Information Governance
IoT	Institute of Technology
ITT	Invitation to Tender
JCP	Job Centre Plus
KPI	Key Performance Indicator
LA	Local Authority
LAC	Looked After Children
LCO	Local Care Organisation
LEP	Local Enterprise Partnership
LIS	Local Industrial Strategy
MCC	Manchester City Council
MHCLG	Ministry of Housing, Communities and Local Government
MoU	Memorandum of Understanding
NAR	Neighbourhood Asset Review
NAS	National Apprenticeship Service
NEET	Not in Employment, Education and Training
NP	Northern Powerhouse
NPR	Northern Powerhouse Rail
NW	North West
OPE	One Public Estate
PINCER	A tool to reduce medication errors
PRIMIS	An audit tool for primary care data
PRS	Private Rented Sector
PSR	Public Service Reform
RAG	Red Amber Green
RESIN	An interdisciplinary, practice-based research project investigating climate resilience in European Cities
RIF	Reform Investment Fund
SiP	Strength in Places
SMASH	A dashboard on medication safety
SME	Small & Medium-sized Enterprise
STRIVE	A GM wide multi-agency approach to tackle domestic violence
T-level	T levels are new technical study programmes that will sit alongside Apprenticeships within a reformed skills training system. T levels will equip students with the technical knowledge and practical skills necessary to enter skilled employment. The first teaching of 3 T levels from 3 routes by a small number of institutions will start from September 2020, with a second wave delivered in September 2021 and all routes being available by 2022.
T&Cs	Terms & Conditions
T&I	Trade & Investment
TCH	Teaching Care Home
TfGM	Transport for Greater Manchester
TfN	Transport for the North
UC	Universal Credit
UCAS	<b>Universities and Colleges Admissions Service</b>
UoM	University of Manchester
VAWG	Violence against Women and Girls
VCS	Voluntary & Community Sector
VCSE	Voluntary, Community and Social Enterprise
W&H Programme	Work & Health Programme
WELcomm	A Speech and Language Toolkit for Screening and Intervention in the Early Years
WHO	World Health Organisation
WW	Working Well