

Greater Manchester Low Carbon Hub Board

Date: Tuesday 3 October 2017

Time: 10.00 am

Venue: Scrutiny Room, Manchester Town Hall

Agenda

1. Introductions and Apologies
2. To receive Declarations of Interest

For Agreement

3. Minutes of the meeting held on 7 July 2017 and Actions Arising
3a) Potential name change Chair
4. Performance Report (Q2) Mark Atherton
5. Green Summit Proposals Chair

For Comment

6. Hydrogen Fuel Cell Centre of Excellence Amer Gaffer
7. Natural Course Programme – Update Mark Turner
8. Air Quality Update Helen Smith

For Information

9. Low Carb/Environment Education & Skills Phil Korbel
10. Environmental Impact of Inhalers Mark Atherton
11. Warm Homes Fund Bid Tina Gandhi
12. Greater Manchester Strategy (Vers. Jul '17) Mark Atherton

Dates and Times of Future Meetings

The next meeting is scheduled to take place on **19 January 2018, 10.00 am**, Scrutiny Room, Manchester Town Hall. It is proposed that all meetings will be held at 10.00 am at the GMCA on the following dates:

- 6 April 2018
- 6 July 2018
- 12 October 2018
- 18 January 2019

Greater Manchester Low Carbon Hub Board

Declaration Of Councillors' Interests in Items Appearing on the Agenda

NAME OF COUNCILLOR _____

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

**DECISIONS OF A MEETING OF THE GREATER MANCHESTER (GM) LOW
CARBON HUB LCH BOARD (LCHB) HELD ON FRIDAY 7 JULY 2017
AT 11:00 AM STOCKPORT TOWN HALL**

PRESENT:

Cllr Alex Ganotis	Greater Manchester Combined Authority Portfolio Lead for Low Carbon, Waste and Environment (Chair)
Councillor Cheryl Brock	GM Waste Disposal Authority
Councillor Aasim Rashid	Rochdale MBC
Councillor Lynn Travis	Tameside MBC
Robin Lawler	Northwards Housing
Robin Philips	Siemens
Anne Selby	Lancashire Wildlife Trust
Steve Johnson	Energy Group
Lee Rawlinson	Environment Agency
Jim Lightfoot	E-On UK
Paul Bircham	Electricity North West
Roger Milburn	ARUP

Also In Attendance

Mark Atherton	GMCA
Tina Gandhi	GMCA
Phil Korbel	Carbon Literacy Project
Helen Smith	TfGM
Emma Stonier	GMCA
Paul Hallam	Zero Carbon Project
Tony Hothersall	City of Trees
Rachael Lock	Manchester Environment Education Network (MEEN)
Lydia Merrill	Manchester Environment Education Network (MEEN)

LCH17/28 INTRODUCTION AND APOLOGIES

The Chair opened the meeting and welcomed all to his first meeting as new Chair of the Low Carbon Hub Board. The Chair informed the Board that the Mayor's manifesto had pledged support for a green city region, with commitment to a green summit to drive the agenda forward. The Chair expressed thanks to the Salford City Mayor Paul Dennett for his work Chairing the group over the past year. Introductions took place around the table and Lee Rawlinson and Jim Lightfoot were formally welcomed to their first meeting.

Apologies for absence were received from Simon Nokes (GMCA), Patrick Allcorn (BEIS) and Carolyn Wilkins (Lead GM Chief Executive).

LCH17/29 TO RECEIVE DECLARATIONS OF INTEREST IN ANY CONTRACT OR MATTER TO BE DISCUSSED AT THE MEETING

There were no declarations of interest received at the meeting.

LCH17/30 MINUTES OF THE MEETING HELD ON 7 APRIL 2017 AND ACTIONS ARISING

The Minutes of the previous meeting of the LCHB, held on 7 April 2017, were considered.

The following actions arising were raised:

- **LCH17/18:** Due to being in the GMCA set up phase, invoices for funding requests are still to be sent to those Members who have agreed to support the Hub's communications work. Members were informed that this would happen within the next month and that if any Members still wanted to contribute, this offer remained open; and
- **LCH17/18:** The new Mayor, Andy Burnham, has not yet been invited to a future LCH Board meeting but will be invited to the next meeting;
- **LCH17/19:** The Low Carbon Skills report has been scheduled for the October Board meeting;
- **LCH17/20:** The Chairs of the Buildings and Energy Task Group spoke at the launch of the new Sustainable Urban Development Plan on 12th June to raise awareness of the £21m ERDF Local Carbon call for projects. This has gone live within the last few days and the total programme is worth £42m;
- **LCH17/21:** The Clean Switch campaign was approved by the GMCA in June and is due to go live latter this year. There is a substantive item on ECO Flexibility on the agenda for today.
- **LCH17/24:** An item on Air Quality and Transport CO₂ reductions is a substantive item on the agenda for today.
- **LCH17/125;** Members were informed that work relating to the GMSF was ongoing and that this will be brought to a future meeting.

Resolved/-

That the Minutes of the LCHB held on 7 April 2017 be approved as a correct record.

LCH17/31 TERMS OF REFERENCE AND PORTFOLIO DESCRIPTION

The Board received a paper which outlined the new portfolio description and terms of reference. With the appointment of Andy Burnham as newly elected GM Mayor in May 2017, a suite of Portfolio changes have occurred. The GM Environment, Waste and Low Carbon Portfolio, delivered by the Low Carbon Hub Board, has been renamed "Green City Region" and the Portfolio Lead has changed from Salford City Mayor Paul Dennett to Cllr Alex Ganotis. The Terms of Reference had been updated to reflect the Portfolio changes. Key priorities outlined were; the delivery of the Mayor's Green City Summit; work to set a

new 2050 carbon pathway; encouraging suitable project bids for the £21m ERDF funding call for smart energy innovation; commencing the delivery of urban pioneer for natural capital improvement, domestic and commercial building energy efficiency, clean switch campaign and promoting sustainable low emission travel choices. Delivering the Mayor's Green Summit was discussed under Item 12: Communications Plan.

Members supported the portfolio change and the more overarching structure. Following discussion of the new Terms of Reference and Portfolio Description, Members requested the following amendments to be made:

- Inclusion of information regarding how the LCHB works with stakeholders;
- The linkages to Adult Education & Training Sub-Group to be made more explicit;
- A representative of the Greater Manchester Health and Social Care Partnership be invited to the LCHB to establish better links between the two agendas;
- Inclusion of proposed outcomes of programmes, alongside chosen inputs, to make targets more explicit; and
- The circulation of a note which outlined the new Portfolio leads and responsibilities of each.

The Chair requested that Members considered whether a change to the name of the LCHB, to see whether this still reflected the current agenda and portfolio priorities, was desirable and asked that feedback be provided at the next meeting of the Board.

Resolved/-

1. To note the new Green City Region Portfolio Description and Priorities for 2017/18 (Annex 01);
2. To agree the revised Terms of Reference for the Board (Annex02) subject to the proposed amends; and
3. To discuss at the next meeting the possibility of changing the name of the LCHB to reflect the wider portfolio/agenda.

LCH17/32 PERFORMANCE REPORT (Q1) APRIL - JUNE 2017

Consideration was given to a report presented by the GM Assistant Director Environment that provided the usual update on progress of the Low Carbon Hub for the first quarter of 2017/18. There were some spaces against actions which were awaiting feedback from partners and, by next quarter, progress should be able to be reported. Overall, progress was highlighted as good, but there were some areas where additional resources needed to be identified, which included the skills and commercial buildings (retrofit and adaptation) agendas. Actions identified as amber were moving forward but progress was behind schedule and it was noted that any actions not completed last year were carried forward into this year. The Mayor's manifesto commitments were also included in this year's plan.

It was reported that two Salford Carbon Literacy Consortium meetings had taken place, which involved 40 cross-sector organisations. The next meeting will take place in September and the invite would be circulated to Board Members.

The launch of the ERDF Sustainability Urban Development Fund was noted as being a catalyst for additional work and new projects; a workshop was taking place Monday 10th July which would look at how this was coordinated.

Members discussed the skills and education agenda; currently the Skills Sub-Group was not sitting and it was suggested that this could be reconvened. This would require a relevant person to lead and support the reconstitution of this and drive the work forward. Manchester Metropolitan University (MMU) was highlighted as being very engaged with this agenda and the possibility of MMU supporting this group was raised. The Further Education, Higher Education (FEHE) Coordinators Group and Unison were also highlighted as potential groups that would be interested in the green agenda. The Chair suggested that it would be useful to receive a paper at the next Board meeting which outlined proposals for progressing the skills agenda, including education, forward.

Resolved/-

1. To note the updates from across the Low Carbon Hub's accountable bodies, attached at Annex 1 to this report; and
2. To agree the next steps; and
3. To receive a paper at the October Board meeting outlining proposals to drive the skills agenda forward.

LCH/17/33 URBAN PIONEER AND NATURAL CAPITAL UPDATE

The Board considered a report presented by Anne Selby, Chief Executive Lancashire Wildlife Trust, which provided an update on recent Natural Capital Group activities and on the progress of the Urban Pioneer Project. This included how they will support the delivery of the Mayor's ambition for a Green City Region.

Greater Manchester was successful, in their bid to Defra, to be an Urban Pioneer in 2016. This forms part of the Government's 25 Year Environment Plan, the launch of which had been delayed, but Greater Manchester has received assurances that the Pioneers would be going ahead. This presents an opportunity for Greater Manchester to showcase work and to influence government policy. The Environment Agency had dedicated staff resource for the project to assist with driving this work forward. A task group has been established and they have developed a proposed strategy and work programme for the next 3 years. It is hoped that the Urban Pioneer pilot will attract more funding into Greater Manchester. The Board were informed that this would be presented at the Greater Manchester Combined Authority (GMCA) meeting at the end of July for final sign off.

Members noted the update and were supportive of the Natural Capital Work Programme and the Urban Pioneer Project Plan. Communication regarding the Urban Pioneer

programme was emphasised as being important to maximise the impact of the project. Consideration should also be given to the Greater Manchester Spatial Framework (GMSF) and how this work could potentially be included in the revised framework.

Local Authorities were highlighted as being crucial to the success of this work; people notice the quality of their local environment. To ensure the success of the work it is important that there is buy in from each individual authority and it was requested that the report which went to the GMCA at the end of July highlighted this.

Resolved/-

1. To note the contents of the report;
2. To agree the 2017/18 Natural Capital Group Work Programme (Annex 1); and
3. To endorse the Urban Pioneer Project Plan for approval by GMCA (Annex 2).

LCH 17/34 LOCAL ENERGY ADVICE PROGRAMME

The Board considered the report of the GMCA Principle Environment Strategy Officer that outlined the opportunity to initiate a free GM-wide Local Energy Advice Programme (LEAP) for 12 months, which would be aimed at supporting the alleviation of fuel poverty in Greater Manchester. The report also provided a summary of 'Flexible Eligibility', the new element to Energy Company Obligation (ECO) funds, provided by utility companies to assist fuel poor residents.

The LEAP will provide a free energy advice service to a limited number of local residents who are in fuel poverty; this will include providing some basic energy efficiency measures and signposting eligible residents to Greater Manchester's Green Deal Framework for more expensive measures. This has been funded by Ofgem and has been piloted in Tameside; initial feedback has been positive; since May the programme has received 115 referrals. Over the 12 month programme, a 1000 referral allocation has been assigned to GM and referrals will be around individual tenants. The Board were informed that, subject to their comments, this paper will go to the GMCA at the end of July.

It was brought to the Board's attention that Electricity North West had run a programme aimed at fuel poverty, and a report into the outcomes and lessons learned had been published in May. The study had also looked into whether changes seen in the programme were sustained after its ending and had found that these were. The report will be shared with the group for information.

The ECO funds are provided by utility companies to assist fuel poor residents; the latest element to this is the 'Flexible Eligibility Benefit' through which local authorities can set an eligibility criteria to determine which fuel poor residents are eligible for ECO funds. The GMCA have developed a statement of intent at the request of BEIS; all ten GM Local Authorities have been consulted on the Statement of Intent and this will be placed on the GMCA website following final sign off at the end of July.

Resolved/-

1. To consider and comment upon the proposed Local Energy Advice Programme (LEAP) across GM to assist fuel poor residents; and
2. To note the proposed GM Flexible Eligibility Statement of Intent (SOI), to be placed on the GMCA website, as required by Department for Business, Energy and Industrial Strategy (BEIS). This statement has been developed in consultation with all 10 local authorities. By GM having a published SOI, we will be able to further assist vulnerable residents through ECO funds where appropriate.

LCH 17/35 CITY OF TREES (PRESENTATION)

Tony Hothersall, Director City of Trees, gave a presentation to the Board which provided an overview of City of Trees. The presentation highlighted;

- The main ambitions of City of Trees are; to plant 3m trees across the city region over the next two decades, 1.5% of land deemed as ready for planting converted to woodland and 2000 hectares of currently unmanaged woodland, brought into productive, beneficial state;
- The Mayor's manifesto commitment to support City of Trees to establish a City Forest Park and back the planting of 3m trees;
- The project was a partnership of public, private and third sector organisations across Greater Manchester, with 60 partners already on board;
- The benefits of trees to; the economy, air quality/pollution levels, water quality, noise pollution and reducing flood risk;
- Greening the City Centre project which is a planned ten year transformation, with more than 1000 locations already being mapped where trees could be planted;
- The ambition to raise £10m to plant trees over the next ten years;
- The City Forest Park, which is a project between The Forestry Commission, United Utilities, Local Authorities and landowners; this will be in a location near the University of Salford and has a dedicated project officer building partnerships and developing a masterplan;
- The aim to develop a GM Tree and Woodland Strategy to protect the natural capital of trees and to provide better management and understanding of the resource GM has;
- Plans between the Woodland Trust and Community Forests within the North of England to develop plans for a new Northern Forest stretching from Liverpool across to Hull; and
- The importance of the green environment and trees in particular for people, both to improve their workplaces, schools and homes and also to engage people to get involved with projects relating to the natural environment.

Resolved/-

1. To note the presentation.

LCH17/36 MANCHESTER ENVIRONMENT EDUCATION NETWORK - PRESENTATION

Raichael Lock, MEEN Coordinator, gave a presentation to the Board which provided an overview of the Manchester Environment Education Network and their projects. The presentation highlighted;

- MEEN is a small NGO which works across Greater Manchester and provides shared learning on Education from Sustainability by; working with teachers, NGOs and young people;
- MEEN run the Sustainable Development Forum for external deliverers, host conferences, provide a newsletter and a website of resources;
- Some of the projects they have worked on included; Sustainable Schools; Schools Energy Efficiency Project and a film made by a Primary School Eco team for the Paris Climate Accord, they also carry out partnership projects for example GM Growing Schools and East Manchester Forest Gardens;
- The organisation uses peer learning and intergenerational learning, with children and young people teaching adults, on projects such as Carbon Classrooms, Climate Change Champions and Workshops for Wildlife;
- The organisation has the ambition to influence policy and delivery and would like to see England re-introduce Sustainability to the school curriculum;
- MEEN has delivered school leadership training, sessions for administrators, training for school governors, projects led by young people and teaching trainee teachers about climate change; and
- They aim to support young people to become change makers in their own communities and help them to have their voices heard.

A Member asked about the sustainability of the MEEN due to cuts to funding from Local Authorities to small NGOs. MEEN confirmed they were exploring innovative funding solutions and alternative funding streams.

Resolved/-

1. To note the presentation.

LCH17/37 TRANSPORT – AIR QUALITY AND CO₂ REDUCTIONS EMISSIONS - PRESENTATION

Helen Smith, Head of Logistics, Environment and Active Travel gave a presentation which gave an overview of work in Greater Manchester regarding Air Quality and CO₂ reductions in emissions. The presentation highlighted the following;

- An Air Quality Action Plan was being produced which highlighted specific areas of focus;
- The majority of emissions in Greater Manchester come from cars; with a high level of emissions coming from heavy duty vehicles;
- The work underway already to reduce emissions including expanding the Metrolink network to Trafford Park, utilising green energy, improving cycle routes across

Greater Manchester and creating 25 miles new/enhanced bus lanes including the Leigh Guided Bus Way;

- Investment in Active Travel, through Department of Transport (DFT), including creation of cycle hubs, the Oxford Road corridor improvements, making walking more accessible and projects to change behaviour;
- TfGM holds a GM Logistics Forum which is the main communication between the public and private sector, and encourages and advises companies on reducing emissions;
- Using data to gain real time information regarding air quality, congestion, better traffic management to enable people to have relevant information to inform travel choices and ease congestion; and
- The contract to manage the Greater Manchester Electric Vehicle (GMEV) network is out for tender and TfGM intends to expand this network and expand the shared mobility network, for example through the use of car sharing, ride sharing and bike sharing; and
- The Clear Air Zones Feasibility Study which had commenced in February 2016 and is expected to be completed in July 2017. This has looked at two geographical zones and included traffic and emissions modelling, economic analysis and a health impact assessment.

Members noted the presentation. A Member asked what impact the introduction of MoBike had had on TfGM's plans. It was confirmed that this was initially six months trial. Following the outcomes of the trial, any discussions about how this linked into the wider programme would be taken then.

Members asked how TfGM was working with partners on the GMEV work. It was confirmed that they were working closely with universities, including looking at a piece of work related to Metrolink energy with the University of Sheffield. As part of the Active Travel programme, TfGM are engaging with Public Health England and the NHS, to ensure that health partners are brought into this work.

Electricity North West noted they were keen to work with TfGM regarding the rollout of electric vehicles and increasing amount of electricity available to Greater Manchester to support this.

The Chair highlighted the Mayoral commitment to air quality and clean air zones. It was suggested that a sub-group could be set up to deliver and coordinate the strategy for GM and ultimately feedback to the Mayor. A paper will be brought to the next meeting of the Low Carbon Hub Board regarding this work.

Resolved/-

1. To note the presentation; and
2. To receive a paper related to air quality and clean air zones at the next meeting of the Board.

LCH17/38 RESOURCE GM

The Board received a paper which provided an update on the work currently being undertaken on the 'Resource Greater Manchester' project through the jointly funded partnership between Greater Manchester Waste Disposal Authority (GMWDA) and the Waste and Resource Action Programme (WRAP), to contribute to the 'zero waste' agenda. The Chair noted that this was important to both the carbon and waste agendas.

Resolved/-

1. To endorse the Resource Greater Manchester's Programme Plan; and
2. To request that a further update report along with the Action Plan be considered at a future Board meeting.

LCH17/39 COMMUNICATIONS PLAN

The Board considered a report of the GM Assistant Director Environment, which provided an update on progress of the GM Low Carbon Hub's (LCH) communication pathways. The Chair informed the Board about the Mayor's Green Summit; which was highlighted as being a Mayoral priority. It is expected that the summit will be held in March/April 2018 and that this will be the culmination of a series of events. It is intended to have a plan of action in place for the summit.

Work will take place with partners to define future policies, and task groups will be developed to support the summit, identifying opportunities with stakeholders, residents and businesses to engage and listen.

Members were supportive of the Green Summit and discussed the following: the importance of communications and ensuring that the summit received national interest with relevant organisations/bodies represented; bringing in the Arts and Culture sector to raise the profile; liaising with Cllr Richard Farnell regarding communications strategies for the summit and linking in with local MEPs to find out if there are opportunities for them to be involved in the summit.

The Chair asked whether any LCH organisations would be able and willing to sponsor the Green Summit; this would support communications from within the Low Carbon Hub and would include such activities as; support for events in the lead-up to the summit, inclusion on branded event material and any participating partners having their logos on all designed (and printed) publications.

It was agreed that the Chair and the GM Assistant Director of Environment will circulate further proposals to the Board for comment within the next few weeks. At the October Board meeting, further discussions will take place regarding summit planning.

Resolved/-

1. Work with national and local GM partners on a pathway of events culminating in a Green City Region Summit;
2. Continue to work with GMLCH website presence 'On the Platform' increasing brand visibility via social media channels and ensure online searches are optimised; and
3. Increase collaboration with regional academic institutes: supporting communications activity and raising awareness of related research work.
4. Report back the Board's next meeting on progress with the Green Summit.

LCH17/40 FUTURE MEETING DATES

It was noted that the next meeting would take place on Tuesday 3 October 2017 from 10.00 am to 12 noon, Scrutiny Room, Manchester Town Hall.

LOW CARBON HUB BOARD

Date: **3rd October 2017**

Subject: **QUARTERLY PERFORMANCE UPDATE – Q2 (Jul-Sept)**

Report of: **Carolyn Wilkins, Lead CEX Green City Region**

PURPOSE OF REPORT

The report provides the usual update on progress of the Low Carbon Hub for the second quarter of 2017/8.

RECOMMENDATIONS:

The Board are recommended to:

- Note the updates from across the Low Carbon Hub's accountable bodies, attached at Annex 1 to this report;
- Comment upon progress and agree the next steps.

CONTACT OFFICERS:

Contact Officer: Mark Atherton, GM Asst. Director of Environment
Mark.atherton@greatermanchester-ca.gov.uk

TRACKING/PROCESS		[All sections to be completed]
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		[Please state any reasons here]
AGMA Commission	TfGMC	Scrutiny Pool
3 rd October 2017	[Date considered at TfGMC; if appropriate]	[Date considered/or to be considered at Scrutiny Pool; if appropriate]

1.0 QUARTERLY REPORT

The report at Annex 1 provides a progress update on delivery of the Climate Change and Low Emissions Implementation Plan (2016-20) for Quarter 2 of 2017/8. For each of the actions in the Plan, an annual Action has been added and progress against this action within the last quarter has been reported with an associated RAG rating. Some items are not yet due to commence this year and have been left blank. Other items are blank as we are awaiting feedback from partners.

Blue – action completed

Green – progressing and on track

Amber – progressing but behind timescale (or resource issue identified)

Red – not progressing, fatal issue

General progress is good, however, as we end Q2, it is clear that there are a number of actions required for which there is insufficient resources identified. Progress has been made on Environment Skills (see separate paper), however capacity to support public & commercial retrofit and to move low carbon energy project forward remains low.

Consideration is being given as to how this may be rectified. Of the total of 92 Actions: 2 are Blue (-); 59 are Green (+2); 19 are Amber (+2), and 3 are Red (+1). There remain 9 (-5) actions which are either yet to be confirmed or no progress currently reported.

2.0 OVERVIEW OF PROGRESS

The updates attached at Annex 1 to this report highlight areas of progress across the themes of the GM Climate Change Low Emission Implementation Plan over the last quarter (July to September). The updates detail a number of successes; key successes include:

- Two workshops to support proposals come forward for £21m ERDF Low Carbon funding for energy innovation and low carbon transport were held and a matching service was operated to join up interested parties. 5 proposals for ERDF funds have been received to date. Further work is required to encourage more expressions of interest to come forward.
- The Growth Company's survey of GM's Low Carbon Sector highlights that with 6% annual growth, 2,400 companies employ 45,000 people who are responsible for annual sales of £6.7bn accounting for almost 14% of the regions GVA; with over £750m in export sales with an approximate split 30/70 EU/World Wide
- The GM Mayor launched his 'congestion conversation' in September. The announcement came as Manchester welcomed Volvo's 7900e fully electric, zero emission bus to the city centre on the free Metroshuttle service. It's the first time this type of bus – which is charged by a pantograph – has operated on the UK's streets.
- The GM Mayor announced that he planned to hold a Green Summit in March 2018 which would set a new environmental vision for Greater Manchester and, in doing so, launched an engagement campaign that would run up to the Summit.

- Manchester's first 'cycle share' scheme went live in August.
- Work began on a low emission heavy vehicle study for Greater Manchester.
- GMCA has been notified that it remains fully compliant with Covenant of Mayors commitment in 2017. One of only 53 global cities to be so.

3.0 KEY ANTICIPATED ACTION IN THE NEXT QUARTER

3.1 As a priority, the following activities will be delivered in the next Quarter:

- Undertake expert workshops and listening events in the run up to the Mayor's Green Summit and continue work to undertake a low carbon pathway analysis to 2050 linked to Mayor's Green Summit.
- Continue to support development of proposals for £21m ERDF funds for energy innovation and low carbon transport
- Launch a Big Clean Switch campaign and begin to deliver ECO flexibility as part of a coordinated Local Energy Advice Programme.
- Building on GMs strength's in the LCEGS Sector, the Growth Company is launching a bespoke scale up service designed specifically for leaders in the sector.
- Jam and Justice PhD communications and engagement support to commence in October.
- Carbon Landscape Project to be launched on 29th September.

4.0 IDENTIFIED RISKS AND EMERGING ISSUES

4.1 Officers and sub-groups have identified a number of risks to existing, and particularly future, programme delivery. Mitigation of these risks, as far as possible, will be managed by the responsible Accountable Body:

- There is still no clear way forward nor momentum on supporting commercial building retrofit for energy efficiency.
- There is a lack of natural environment indicators at the GM scale to monitor the impact of GMS actions.
- The future availability of EU project funding remains a concern following BREXIT.
- The lower than anticipated level of engagement secured by the Business Growth Hub running events in each of the Districts means additional work will be needed to realise the ERDF Business assist target. This will need to be done in a way that does not reduce the ability of the service to deliver quantifiable CO₂ savings.

5.0 RECOMMENDATION

The Board are recommended to:

- Note the updates from across the Low Carbon Hub's accountable bodies, attached at Annex 1 to this report;
- Comment upon progress and agree the next steps.

ANNEX 1

Mitigation

Theme	Ref	CCLLES Action	Led by:	Resources	Impact (To)	Start Yr	Actions Required in 2017/18	Progress in Q2 Jul-Sep (2018/18)	RAG
Cross Cutting	M1	Consider how best to use spatial plans and related levers in order to achieve compliance with GM's current and 2020+ low carbon aspirations, and advocate increasing well-connected, dense urban development.	GMCA PHE Teams	GMCA revenue	Long: 1 million	2016	Continue to provide technical and policy input to Greater Manchester Spatial Framework for low carbon and environment,	Continued activity to review energy/carbon policy, District Heating Policy and natural environment. Resource provided through EA on each working group. UKGBC also advising on energy/carbon policy on best practice approach. UKGBC also working on Core Cities building standards project which will inform GMSF.	G
Energy	M2	Undertake detailed master-planning and design a long term energy infrastructure plan and map for Greater Manchester through the Energy System Catapult's Smart Systems and Heat Programme.	GMCA Env Team, DECC, ESC	ETi/GMCA Funding	Long: 1 million	2016	Provide support to the Bury Energy Path Network Pilot and, if appropriate, consider its wider implementation across Greater Manchester.	Presentation on emerging energy model given to GM Energy Group. Further model runs to be undertaken between now and November and then engagements event held with local stakeholders. This work will tie into the Mayor's Green Summit.	G
Energy	M3	Deliver a large-scale demonstrator of smart heat systems within Greater Manchester to test and explore the viability of the Masterplan.	GMCA ESC, DECC	DECC, ERDF	5,000	2016/8	Define the scope and scale of a large scale demonstrators linked to the ERDF SUD call for project funding while ensuring climate risk impacts are understood and mitigated	There have been 5 submissions to DCLG in response to the ERDF call. These encompass domestic, whole house retrofit and end to end energy system demonstrators. We will undertake readvertisement of the call to encourage more applications.	G
Energy	M4	Deliver current pilot of heat pump installation in social homes, supporting tenants with the change, and extend pilot to deploy a wider demonstration of integrated heat pumps, heat networks and demand aggregation in domestic dwellings to provide a financially viable offer to private landlords and owners.	GMCA Env Team, NEDO, Hitachi, & landlords	NEDO, DECC, Hitachi, ALMOs	3,600	2015	Extend monitoring of existing NEDO funded pilot. Scope, develop and define delivery of an extended demonstrator through ERDF in conjunction with external partners (i.e. Energy Systems Catapult).	The data collection exercise is has been agreed with Hitachi with data collection proposed to be extended. Discussions continue with NEDO partners and beyond to extend and re-invigour the installed assets.	G
Energy	M5	Deliver existing PV projects and establish a pipeline of local authority-lead photovoltaic installations	LAs and LCPDU	Cap Ex Inv Fund	183,300	2015	Further establish PV installation programme for local authorities.	No further installations have been completed however ERDF submissions and other projects do include PV within them.	A
Energy	M6	Complete Local Authority lead onshore wind assessments and deliver a programme of onshore wind investments. Identify and progress alternative electricity generation including biomass, hydro etc.	LAs, Peel & GMCA	Cap Ex, Inv Fund	88,000	2016	Support the development of communal ground source heat pump and hybrid solutions from feasibility to business case and deployment. Explore and identify alternative low carbon energy generation solutions, including lobbying for onshore wind where appropriate.	3 RSLs have received support through an ERDF SUDs submission, which is pending a decision to proceed from DCLG. The GM Environment Team along with ESC colleagues continue to use tools available to inform and influence decision processes.	G

ANNEX 1

Mitigation

Theme	Ref	CCLLES Action	Led by:	Resources	Impact (To)	Start Yr	Actions Required in 2017/18	Progress in Q2 Jul-Sep (2018/18)	RAG	
Energy	M7	Reach financial close on Mcr Civic Qtr project. Complete business case work on projects currently in or just completed feasibility stage	LAs, LCPDU	ERDF Inv Fund, Cap ex, ELENA,	180,000	2017	Reach financial close on the Mcr Civic Qtr, Trafford City Gateway and Mcr St John's projects. Complete business case development work on projects where feasibility stage complete or in progress, and support deployment of the Low Carbon Fund to support commercialisation of these projects. Undertake Regional Centre mapping.	<u>Civic Quarter</u> - Financial close / start of construction programmed for March 2018, followed by circa 18 month build. <u>Manchester Piccadilly</u> - detailed design and business case complete October 2017. <u>Trafford Gateway</u> - current best estimate of start of construction Q1 2019. <u>Manchester OPEN</u> - detailed design and business case consultancy support procurement complete, kick off September 2017, completion March 2018. <u>Manchester St Johns</u> - business case complete, PDU supporting with project funding. Estimated start of construction Q2 2018.	A	
Energy	M8	Review existing research, assess the potential for and continue to promote deployment of alternative small, mid and commercial heat energy across GM. If viable, develop appropriate schemes.	LCPDU, Local Authorities	Cap Ex, Inv Fund	340,200	2017	Complete feasibility for water source heat pump application at Salford Charlestown Investigate water source heat generation.	Charlestown feasibility work completion October 2017.	G	AT? In AB abser
Energy	M9	Complete business case for Stockport, Rochdale and Oldham LED lighting. Introduce graphene product into programme. Upgrade traffic signals.	LAs LCPDU, TfGM	ELENA, Salix	117,300	2015	Reach financial close on the Stockport LED project and complete the business case for Rochdale and Oldham	PDU providing support to Stockport Street Lighting through ELENA. Outline programme is to reach financial close by Oct/Nov 2017, with start on site by Dec 2017/Jan 2018.	G	
Energy	M10	Deploy a smart distribution system (DMS) with dedicated communication network for the whole ENW network by 2018 and deliver a £50 million programme of smart network changes and integrated storage pilots to promote connection of decentralised energy, and deploy smart meters for gas and electricity.	ENWL, Schneider GMCA, MCC, Carbon Co-op, retailers	Private Sector ENWL, OFGEM, EU Horizon	495,600	2016	Complete the rollout of DMS SCADA system. Complete the SMART Streets and RESPONF Programmes. Increase resources to support SM rollout.	tbc	G	
Energy	M11	Expand and extend community energy partnership initiatives across the whole of Greater Manchester	GMCA – Oldham MBC	DECC, GMCA capacity	Enabling	2016	Deliver INTERREG COALESCCE project over 4 years - 7 partners - to boost community energy sector in GM	COALESCCE Semester 1 is complete. Findings of interviews with community energy organisations/suppliers/installers and consultants in GM collated. Semester 2 now underway with an analysis of the local and national policy landscape influencing the community energy sector and exploring of the training and educational offer to the sector.	G	

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Mitigation

Theme	Ref	CCLLES Action	Led by:	Resources	Impact (To)	Start Yr	Actions Required in 2017/18	Progress in Q2 Jul-Sep (2018/18)	RAG
Energy	M12	Develop alternatives to existing energy systems, including hydrogen and other storage initiatives	GMCA, Universities, Viridor	EU Funds and UK Research	Enabling	2016	Support the development and delivery of storage initiatives across GM buildings and energy sectors and work with MMU on Hydrogen Fuel Cell Project.	2 commercial scale storage projects are being developed, with smaller scale domestic projects (15-30 units per project) also being developed across multiple districts	G
Energy	M13	Seek to identify and accelerate energy generation schemes that the private sector and community groups could bring forward	GMCA Env Team	GMCA, DECC	Enabling	2017	Support deployment of Low Carbon Fund to facilitate delivery of generation schemes	Kick off meeting with fund manager 19th September.	G
Buildings	M14	Work with commercial building owners and major occupiers to increase commercial building retrofit e.g. through access to finance and improving transparency of real energy performance.	LAs, Private sector partners	GMCA cap ex Revenue & ERDF	30,200	2016	Influence and support deployment through Evergreen 2	Tbc	A
Buildings	M15	Introduce and facilitate a locally-delivered education programme for commercial building owners, investors and financiers on investment risks arising from poor energy/environmental performance, and the business case for delivering improvements	GMCA and UK Green Buildings Council	GMCA revenue	Enabling	2016	Host a Commercial Buildings event and define and if appropriate develop a Low Carbon Buildings Award for GM.	Further consideration of a commercial building award and/or workshop still to be developed. An event is taking place in October in conjunction with UKGBC to promote domestic retrofit. Local SMEs are invited to this.	A
Buildings	M16	Identify and deliver programmes to replace poorly performing building stock with low carbon development, particularly where this can also address ill health, poverty and productivity challenges.	GMCA	ERDF, Inv Fund	MID: 250,000	2017	Identify new routes/new vehicles to accelerate new housing development.	TBC	A
Buildings	M17	Identify and deliver programmes to develop low carbon stock and energy efficient infrastructure particularly on previously used and brown field land	GMCA/LA Districts/Planning & Housing	ERDF, Inv Fund	MID: 250,000	2016	Consider as part of GMSF consultation and local plan development. Identify pilot energy generation and storage projects on local authority owned land.	GMSF Allocations being revisited and concept plans being developed. Where there are opportunities to maximise infrastructure these will be considered (particularly new district heating networks).	A
Buildings	M18	Complete existing and support the delivery of future national domestic energy efficiency and fuel poverty schemes e.g. ECO. Work with Health colleagues to establish new schemes and initiatives.	GMCA, ECO, DECC, Health	ECO, Landlords, Health	31,900	2015	Launch a Local Energy Advice Programme for GM. Provide an ECO and ECO Flexibility Eligibility Offer for GM. Assist Health and Housing Colleagues in the development of a Home Improvement Agency model.	LEAP has been successfully piloted in Tameside. Proposal for LEAP has been approved by the CA. 8 of the 10 GM LAs will be utilising LEAP, the programme is scheduled to be rolled out Sept/Oct 2017.	G
Buildings	M19	Seek agreement to develop and deliver a £6 million Salix matched recycling fund for energy efficiency in Local Authority owned buildings	GMCA LCPDU	SALIX, local authorities	84,600	2015	Influence key decision makers to obtain approval to establish a 0% recycling fund capable of supporting energy and utility efficiency measures.	No progress in Quarter	A

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Mitigation

Theme	Ref	CCLLES Action	Led by:	Resources	Impact (To)	Start Yr	Actions Required in 2017/18	Progress in Q2 Jul-Sep (2018/18)	RAG
Buildings	M20	Work with partners on similar programmes in schools and other public sector estates.	LCPDU, Public sector	SALIX, public sector match		2016	Coordinate the delivery of energy efficiency school programmes.	No further update from the districts on their progress.	R
Buildings	M21	Consider a campaign to better enforce existing building standards, licensing and regulation across Greater Manchester's building stock	Local authorities	GMCA and LA revenue	MID: 1 million	2018	Consider sustainable design as part of GMSF consultation. Investigate potential for a Core Cities approach to unified building standards around planning/raising awareness.	Resource is being provided from GM Environment team to feed into UKGBC building standards project. Meetings held with UKGBC	A
SCP	M22	Support businesses, organisations and people to be more resource efficient by doubling the impact of resource efficiency support to SMEs, and develop complimentary services within the existing offer	BGH	ERDF	125,000	2016	Ensure the new Carbon Reduction Project can deliver the high number of business assist and realise the CO2 savings, this will include deployment of the small scale capital grants programme	4 Quick win workshops have been delivered in Stockport, Bolton, Wigan and Salford, a further 2 carbon reduction and 2 LCEGS sector events have been held attracting ~ 100 delegates	A
SCP	M23	Increase the sustainability of the waste collected from homes, by Reducing Void capacity within the Municipal Waste Collection System, Increasing the value of recyclates / energy removed from the waste stream and Increasing kerbside collection recycling rates by communication, reducing residual waste capacity/void space and proportionate enforcement to contribute to an overall Greater Manchester recycling rate of 50%.	GMWDA	GMWDA budget	121,700	2016	GMWDA Behavioural Change & Communications Strategy to be implemented which focuses on key areas to work with our partners to increase recycling, reduced contaminate and pilot new schemes to raise awareness	A review of key areas within the Communication Strategy, including contamination, campaigns and education services is reaching conclusion. Work is on-going on the road-map to 60% recycling rate and phase 1 of the waste composition analysis is due to commence in October.	G
SCP	M24	Improve shared services by developing Household Waste Recycling Centres to increase recycling, composting and Diversion from Landfill, to 81.3% in 2015/16, 82% in 2016/17 and 85% in 2017/18. Undertake targeted campaigns to around 10% of GM households	GMWDA	GMWDA budget		2015	Develop new ways of working at the HWRCs to increase recycling, composting and diversion from landfill	With the Authority exiting its PFI Contract, work is on-going both in relation to the run-off contract (next 18 months) and in the re-procurement of new waste services (from April 2019) to increase both diversion and recycling rates.	A
Natural Capital	M25	Plant 3m trees across Greater Manchester by 2035 as part of the City of Trees, to create shade, manage water and sequester carbon.	CoT, LAs, MAG	Grant, Private	50,000	2015	Continue tree planting programme with a focus on water management. Deliver Defra schools tree planting project. Secure resources to develop GM Tree and Woodland Strategy. Continue to develop City Forest Park. Fundraise for city centre tree project. Developing Green Connections and how best to engage public.	Delivery in progress of Prestwich High Street SuDS enabled street tree project. Upper catchment tree NFM planting project for Crompton Moor being developed. Major GI seminar for development professionals – 19th September.	G

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Mitigation

Theme	Ref	CCLLES Action	Led by:	Resources	Impact (To)	Start Yr	Actions Required in 2017/18	Progress in Q2 Jul-Sep (2018/18)	RAG
Natural Capital	M26	Improve the management of our key CO ₂ sinks, targeting activity on our key habitats – such as lowland and upland peat bogs	NCG partnership	NCG partnership	20,000	2016	Agree with EA next steps for Natural Course project and opportunities to use Natural Course external assistance budget.	Carbon Landscape project to be launched 28.09.17. Irwell catchment partners developing peatland restoration projects in response to recent DEFRA funding opportunities. City of Trees and partners developing restoration project at Crompton Moor.	A
Sector & Skills	M27	Use inward investment activities to attract businesses most likely to deliver carbon efficient GVA growth, by meeting Greater Manchester's resource and service needs with the least carbon footprint	BGH / MIDAS	Revenue budget	Enabling	2015	Investment Proposition Material to be developed for Heat Networks and Smart Grid Offers.	A tender has been let to develop the investment propositions	G
Transport	M28	Deliver new infrastructure to cut emissions, including Cross City Bus, Leigh Salford Manchester Busway, Rail Electrification and Cycling Infrastructure expansion and optimise use of new metrolink lines	TfGM	TfGM cap ex	120,120	2015	Renewals planned for multiple Metrolink lines.	<ul style="list-style-type: none"> • Metrolink patronage on track to hit 40m by the end of the calendar year • TPL extension ahead of schedule • Bolton Interchange; completion certified on main construction contract. • Effective travel demand management around Northern industrial action, Bolton blockade and Moses Gate collapse. • Stockport interchange in early design phase. • Wigan - Saddle Gyratory cycle consultation recieved very positive response. £2.1m scheme. 	G
Transport	M29	Reducing Emissions from Buses on Key Urban Corridors by setting minimum standards for bus vehicles using the Cross-city Bus Infrastructure and future bus priority schemes, Identify cost-effective ways of accelerating the replacement of pre Euro IV buses and seek to establish consistent bus emissions standards across GM	TfGM	TfGM revenue	MID: 0.2 million	2015	The Bus Services Bill gained Royal Assent during April, which will allow the elected Mayor of Greater Manchester to consider significant changes to the way bus services are managed.	<ul style="list-style-type: none"> • EV Bus Shudehill Trial. • Oxford road scheme launch in September • £3.3 million for bus stop upgrades for GM – GD3 • 27% increase in busway patronage on 2016 	G
Transport	M30	Stimulating the uptake of ULEVs, by making the case for funding to stimulate deployment of electric vehicles, aiming to have 40,000 registered in GM by 2020, and investigate the potential to introduce joint procurement and common travel policies for GM's public sector	Local Authorities, TfGM	TfGM and local authority revenue	282,570	2016	<p>GMEV commercialisation expected to be completed this year.</p> <p>Further funding from DEFRA targeted at specific fleets expected later this year. Outcomes from National AQ strategy expected, discussions around additional funding</p>	<p>Over 1800 registered vehicles, top four districts approaching 250 vehicles.</p> <p>GMEV network usage recovering over summer, dip due to contractor miscommunication.</p>	G

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Mitigation

Theme	Ref	CCLLES Action	Led by:	Resources	Impact (To)	Start Yr	Actions Required in 2017/18	Progress in Q2 Jul-Sep (2018/18)	RAG
Transport	M31	Demonstrate the potential of alternative fuel transport, aiming to achieve regionally/nationally compatible solutions	TfGM, Universities	INTERREG,	enabling	2017/8	Plans to submit bids to ERDF to contract a hydrogen station at the airport. Encourage uptake of H vehicles at the airport and local businesses - DHL & Amazon.	Low emission HV study commenced in Sept. Go Ultra Low EV public event and business briefings planned for Q3.	G
Transport	M32	Work with local authorities to set stricter emission standards for taxis and consider clean air zones	TfGM, Las	TfGM & LA revenue	5,000	2016	Understand baseline of taxi standards and gain vehicle fleet data from all LAs., Propose universal GM standard going forward in a report. Aim to secure funding from OLEV for ULEV taxi subsidy and infrastructure. Consider outcomes of national AQ strategy regarding taxis and support available for alternative fuels.	Since DEFRA report on Air Quality ('UK plan for tackling roadside nitrogen dioxide concentrations') investigation and discussions on response has been renewed. Paper submitted to CA, approval to investigate further joint working on standards. Bolton now entering review. Further meetings with LEVC, possible future event in Q3 to promote new electric hackney cab.	G
Transport	M33	Reducing emissions from heavy good vehicles by developing a freight and logistics strategy which will include supporting new rail or canal-served distribution centres, subject to planning conditions.	TfGM, Key freight co's	TfGM revenue and cap ex.	MID: 0.5 million	2016	Retiming trials to potentially take place at city centre sites. This will reduce pollution and congestion and reduce the number of vehicles required. Introduce delivery service plans at Local authority sites.	Retiming discussions with major retailers, Sainsburys, Morrisons and Co-op. Co-op interested in trialling re-timed deliveries into the City Centre towards the end of 2017.	A
Transport	M34	Implement mechanisms on the Key Route Network to reduce congestion and improve journey time reliability	TfGM, freight co's	TfGM	183,700.00	2016	Programme of Highways Maintenance obtained from LHA for 17/18	Congestion Plan report approved by in August. Consultation to run until the end of November with publication of congestion plan 31 Jan 2018.	G

Low Carbon Economy

Theme	Ref	Action	Led by:	Resources	Start Yr	Actions Required 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Cross Cutting	E1:	Develop a Climate Change Strategy for 2020+, supported by clear Targets and Plans compliant with international commitments.	GMCA Env Team, LCH.	GMCA revenue,	2018	Begin development of GM Environment Strategy (incl Climate Change) as outcome of Mayor's Green Summit	A GM Environment Charter will be developed in the run up to the Mayor Green Summit. This will form the basis of the post 2020 strategy.	G
Cross Cutting	E2:	Lobby government for greater local determination of national funds for power and heat generation, distribution, innovation, storage, demand response and reduction.	GMCA Env Team	GMCA revenue	2016	Provide input to GM Devo Deals and lobbying on national budgets.	Discussions to be held with ESC and BEIS on the development of an energy innovation zone and energy hub, working in collaboration with other LEPs in the region	G
Cross Cutting	E3:	Develop costing methodologies and investigate the potential for GM financial instruments (e.g. green bonds) to stimulate commercial property retrofit activity, and related infrastructure investment	LCPDU	GMCA revenue	2017	Remain open to opportunities to secure additional Financial investment. Investigate innovative infrastructure investment as part of Urban Pioneer project.	Urban Pioneer project plan actions for creating a Natural Capital Investment Plan scoped in more detail out including identifying key decision makers and mapping governance arrangements building on the work delivered by the UoM MiniLab.	G
Cross Cutting	E4:	Develop a comprehensive low carbon, climate change and water evidence base to inform the Greater Manchester Spatial Framework	GMCA Env Team	GMCA and EA revenue	2016	Continue to support development of the GMSF through enhanced evidence as the plan is revised over the next year.	Further work developed on natural environment targets and net gain approach with GMEU. Further work taking place to inform master planning of strategic sites. Scope being developed with NE to prioritise accessible green spaces baed on ANGSt standards. Strategic Flood Risk Assessment started by consultants.	G
Cross Cutting	E5	Review the GM and Treasury Cost benefit analysis tool to identify climate change and carbon costs, impacts and benefits	GMCA Env Team, Core Cities, DECC	DECC	2016	Complete an update of the Cost Benefit Analysis model for Treasury Green Book to include Energy efficiency and carbon reduction.	A draft updated model is being produced by the GM Research Team. The mini-lab (Uni of Manc) have been inputting into this. A draft model will be ready in Oct for further review internally and with stakeholders.	G
Cross Cutting	E6:	Identify and implement emissions trajectory planning and project impact tools in order to inform and establish robust long term targets and priorities for Greater Manchester	GMCA Env Team	WRI, Tyndall, GMCA	2016	Deliver Scatter Programme to define a low carbon trajectory to 2050 to support Mayor's Green Summit	Scatter procurement proposal agreed and work commenced on delivery	A

Low Carbon Economy

Theme	Ref	Action	Led by:	Resources	Start Yr	Actions Required 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Energy	E7	Build a business case for and, if viable, develop and operate a municipal energy company and supplier licence for Greater Manchester to strengthen the link between local spend and local investment	GMCA, LCPDU	GMCA revenue & Investment	2015	Explore the potential options for a GM Energy Enterprise which can deliver socio-economic benefits to GM at least risk/cost. Develop Virtual Private Wire approach to encourage links between local electricity generators and users.	Formal derogation request from ENW to Ofgem for VPW using Civic Quarter Heat Network as a pilot project was rejected. Civic Quarter team and ENW working to develop an alternative mechanism for rewarding local generation.	G
Energy	E8	Subject to viability, establish a UK-wide district energy procurement agency to support the cost effective development and delivery of heat networks.	LCPDU	BEIS	2015	Develop DEPA business case and project proposal with suitable and willing organisation specialising in procurement.	Work continuing through engagement with existing procurement framework provider - meeting planned for October 2017 to develop business plan further.	G
Energy	E9	Encourage the development of commercial and community-lead energy, including wind, heat, biomass, PV, hydro-energy and other renewable and low carbon projects through supportive planning policies and facilitated access to funding and advice.	GMCA Env Team, LAs and Partners	BEIS, DCLG (ERDF)	2018	Encourage suitable commercial and community-led energy projects to come forward for ERDF/Low Carbon Investment Fund funding.	1 Expression of interest has been submitted the ERDF focusing on community energy.	G
Energy	E10	Encourage the wider uptake of renewables in the domestic, private and wider public sector through power purchase agreements, finance and connection innovation	LCPDU	Energy Co revenues	2017	Utilise existing programmes to influence and support further development of renewable projects (i.e. SSH, ERDF SUDS). Launch a clean tariff switching campaign in 2017-18.	Energy Systems Catapult continue to collaborate with GM to develop large scale projects under the Smart Systems and Heat programme.	G
Buildings	E11	Lobby for changes to development viability assessments to ensure that occupant best value is better integrated into decision-making	GMCA	GMCA Revenue	2017	Explore options to trial through One Public Estate	No progress this quarter	A
Buildings	E12	Develop new models for deploying retrofit in domestic housing stock.	GMCA Env Team, Health	GMCA Revenue	2016	Explore potential domestic finance mechanisms to enable householders to finance energy efficiency works.	Utilising the new LEAP model for deploying retrofit in fuel poor households across GM.	G

Low Carbon Economy

Theme	Ref	Action	Led by:	Resources	Start Yr	Actions Required 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Buildings	E13	Develop a clear financial and policy framework to accelerate and increase low carbon opportunities being realised in new build and refurbishment activities	GMCA Environment Team	GMCA Revenue	2018	Define enhanced building standards in GMSF and assess what support developers need to achieve these. Work with National bodies to inform national policy.	Work is continuing to develop suitable policy for GMSF, working with UKGBC and looking at the work of authorities outside of GM	G
Buildings	E14	Use financial Instruments to bring derelict, previously used land back into productive use for low carbon development and energy efficient infrastructure and replace poorly performing stock	Core Investment Team	GM Investment Fund, ERDF	2017	In the absence of opportunities to undertake this through ERDF funding, further investigation of other potential financial instruments is required	No progress this quarter	A
Sustainable Production and Consumption	E15	Develop toolkits and guidance to assist businesses in improving the activities of their supply chain with the aim of reducing emissions from heavy goods vehicles.	TfGM	TfGM	2016	TBC	Tbc	Tbc
Sustainable Production and Consumption	E16	Increase the efficiency of resource use within Local Authorities and wider GM public sector by Ensuring that Social Value clauses are included in Public Contracts, and that they are monitored and enforced	Business Growth Hub, Public Authorities.	GM Env Team, BGH	2017	Support GM SMEs to respond to tenders using GMCA Social Value Procurement Framework. Investigate the environmental benefits (resource efficiency, resilience and adaptation) which are being delivered through the LA adoption of the SV framework.	The Business Growth Hub continues to deliver textbook tendering masterclasses to GM SMEs as well as Environmental, Leadership and Workforce development support to strengthen the social value of potential local suppliers and increasing their capacity and capability to secure LA contracts.	A
Sustainable Production and Consumption	E17	Investigate and if practical support the development of a sustainable Food Board for Greater Manchester	GMCA, Stockport	Feeding GM grant	2016	Support Good Food Greater Manchester steering group and assess strategic fit against new GMCA portfolios.	Good Food Greater Manchester steering group continues to operate. Support is now being provided via MMU and Jam and Justice programme. Website to be developed.	G
Natural Capital	E18	Identify funding to support Natural Deal skills development.	NCG, Skills and Employment Partnership	Tbc	2018	Review existing programme in Lancashire and consider future funding options.	Initial green skills proposal considered by LCH Education and Skills Task group on 12th September with a recommendation to report back to LCH at next meeting.	G

Low Carbon Economy

Theme	Ref	Action	Led by:	Resources	Start Yr	Actions Required 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Transport	E19	Change Travel Behaviour by introducing the 'get me there' smartcard system across tram, bus and train, Introduce an integrated fares system across all modes in Greater Manchester	TfGM	TfGM	2016	TBC	Get me There card launched: Over 1000 16 to 18 get me there cards have now been issued and other new products launched.	G
Transport	E20	Encourage home and off-site working through improved Wifi and broadband use	TfGM	TfGM, Digital Funding	2018	Role transferred. TfGM role completed	Role transferred. TfGM role completed	B
Transport	E21	Work with other agencies such as the DVSA, Universities and the Police to develop interventions which encourage safe and sustainable distribution	TfGM, DVSA, Police	INTERREG bid	2016	Work with other agencies such as the DVSA, Universities and the Police to develop interventions which encourage safe and sustainable distribution	University of Manchester implementing CLOCS accreditation across all sites, particularly university expansion sites. TfGM implementing and testing on Metrolink renewals framework. Further discussions with DVSA. Two HGV/VRU fatalities in Q3. Taskforce -funding required for GMP officers.	A
Sector & Skills	E22	Provide specialist business support to drive growth in companies in the LCEGS sector. Support others to diversify into the sector, delivering positive GVA impacts and helping to reduce their carbon emissions. Include expanding virtual networks to build understanding of local capabilities and serve as a directory of suppliers for local procurement.	BGH	ERDF	2015	Continue to deliver the sector development service through the Business Growth Hub; this service ends in 2018 there is therefore a need to identify additional resources to enable this work to continue	A further 15 companies have joined the network which now runs popular quarterly networking events. Of these ~100 SMEs have received dedicated support creating 31 jobs in GM and helping to develop 4 new to firm products enabling them to grow their businesses.	G

Low Carbon Economy

Theme	Ref	Action	Led by:	Resources	Start Yr	Actions Required 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Sector & Skills	E23	Promote and exploit the existing low carbon sector, by Monitoring and measuring the overall growth of the sector in terms of jobs, sales and companies and raising the profile of the LCEGS sector in GM – e.g. via case studies, impact reports, GIS maps, research reports, virtual network	BGH/NE	ERDF	2016	Refresh the LCEGS Sector analysis produced in 2013/14 and promote its finding to GM and National Stakeholders	The LCEGS survey is now complete with a PR campaign planned for next quarter. There are 42,000 employed in the Sector with annual sales of £6bn across 2,400 companies. A recent District Heating event attracted over 50 delegates and MIDAS are currently developing an inward investment proposition for the sector.	G
Sector & Skills	E24	Exploit and promote the cutting edge research developed by our universities and harness the innovations that arise from it, including implementing an eco-innovation projects.	GMCA Env Team, Universities	ERDF, Horizon, EPSRC, INTERREG,	2016	Encourage suitable academic-led energy projects to come forward for ERDF. Explore opportunities for collaborative research to support policy development.	MMU have been successful in bidding for funding for the Hydrogen Centre of excellence. A number of other bids are pending decision.	G
Sector & Skills	E25	Ensure that apprenticeship and training targets are met by procured GM delivery partners, identifying the skills demands that will be required to deliver the low carbon and transitional investments planned for GM;	SEP, GM Chamber	EU Funding, potentially European Social Fund	tbc	TBC	See separate paper for progress	Tbc
Sector & Skills	E26	Work with colleges, universities and training providers to articulate needs for skills development in the GM low carbon economy, and bid for funding to deliver affordable training on low carbon building design specifically for the SME design / build sector	SEP, GM Chamber, GMCA	European Funding, potentially European Social Fund, revenue	2016	TBC		Tbc

Low Carbon Economy

Theme	Ref	Action	Led by:	Resources	Start Yr	Actions Required 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Sector & Skills	E27	Undertake Specific skills, competencies and training, and workforce analysis, to ensure that the right skills in the right volume are being brought forwards to deliver a low carbon economy. Prioritise CPD for existing trades to ensure that low carbon technologies can be promoted and installed, and professional and managerial competencies to identify and include carbon factors in decision making	SEP, GM Chamber, GMCA, LCH Board partners	European Funding, potentially European Social Fund, revenue	tba	Identify suitable resources to deliver this action.	No progress in quarter	G

Adaptation

Theme	Ref	Action	Led by:	Resources	Start Yr	Action Req'd in 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Cross Cutting	A1	Deliver Natural Course: LIFE Integrated Project to reform how catchment delivery is managed and accelerate delivery of water quality and management issues in-line with EU Water Framework Directive	EA, GMCA, UU, RT & NE	EU LIFE IP Funding and Comp ££	2015	Map Ecosystem Service opportunities across R Irwell catchment. Develop Actions to tackle diffuse urban pollution. Produce synergies report and catchment management plans. On-going River Irwell catchment ecology project. Develop proposals for Phase II of Natural Course.	TEP/Vivid Economics commissioned to deliver ESS opportunities assessment. Inception meeting on 13th September followed by initial stakeholder workshop 26th September. Project completion planned end of January 2018. Methodology for outfall survey work on River Irk developed. Scoped projects to review governance within GM water sector and evaluation of water risks associated with industrial estates project. On-going catchment ecology work by GMEU.	G
Cross Cutting	A2	Deliver RESIN Integrated Project which will put in place tools and evidence to support enhanced climate change resilience – acting as an overarching resource to inform and support many of the actions listed below	GM Environment Team, UoM, EA	EU RESIN project funding, EA capacity	2015	Continue delivery of RESIN Project	TFGM engagement continues - data harvested to support transport asset focussed risk assessment Desk studies on GM baseline around policy, research, stakeholders complete www.resin-cities.eu/resources/gm-baseline/ 2 stage crit infra GM risk assessment underway, due completion Dec 17	G
Cross Cutting	A3	Embed Natural health outcomes in GM Public health activity and wider commissioning and provisioning activity	PSR Team, GMCA Policy	GMCA revenue	2018	identify and bring together key stakeholders in public health to raise the profile of nature based interventions, investigate the potential for holding a joint workshop, support delivery of GM H&WB Strategy and work with Directors of Public Health to support LPAs on planning decision making.		G
Energy	A4	Review key energy infrastructure to assess its vulnerability to a changing climate	ENW/ GM Resilience	ENWL budget, RESIN	2017	work collaboratively with energy utility providers to understand their current vulnerability of the local energy infrastructure and consideration of future flood risk within this.		Tbc

Adaptation

Theme	Ref	Action	Led by:	Resources	Start Yr	Action Reqd in 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Energy	A5	Assess the impact of weather extremes on the energy balance, to ensure that it is integrated into demand forecasting and capacity planning	ENW, GM Resilience	ENWL revenue	Tbc	TBC - Use action from A4 to assess impact of changing climate on energy balance/demand forecasting		Tbc
Energy	A6	Strengthen the system to support priority customers during extreme weather incidents, especially where these result in power outages	ENW, GM Resilience	ENWL Cap ex	Tbc	TBC		Tbc
Energy	A7	Consider the development of tariffs which support vulnerable users during periods of extra power demand for heat and cooling	LCPDU (GMEC)	Energy Co revenues	2016	In the absence of a fully licenced supply company, complete due dilligence on the current ESCO market and the GM requirements for a ESCO in domestic market.	Discussions continue with key market entities to explore options which provide the capability of supporting GMs requirements for an ESCO in the domestic market. These include models which include aggregagation, DSR and grid services using trading desks and alike.	G
Buildings	A8	Embedding resilience of building stock to a changing climate via developing guidance and pilots	GMCA Policy	EA/GMCA capacity	2016	Inform future itterations of both the GMSF and planning guidance documents.	Draft GMSF policies appropriately covers resilience. To be revisited during plan revisions.	G
Buildings	A9	Integrate responses to extreme weather into key public building management systems and staff communications	GMCA Policy, Civil Contingencie s	RESIN	2018	Work collaboratively with Civil Contingencies Unit and GMCA HR Teams to define and implement protocols	not yet started	TBC
SCP	A10	Integrate climate adaptation advice into the green growth programme	GMCA/BGH	RESIN	2017	In the absence of ability to integrate adaptation into green growth programme (ERDF ineligible) consider alternative mechanisms to provide SME advice on adaptation.	not yet started	R

Adaptation

Theme	Ref	Action	Led by:	Resources	Start Yr	Action Reqd in 2017/18	Progress in Q2 Jul-Sep (2017/18)	RAG
Natural Capital	A11	Develop GM's natural environment evidence base and local priorities and consider as part of the production of GM Spatial Framework	GMEU	GMCA revenue	2016	Drafting of the ecological framework policy and supporting evidence and key diagram/map. Explore whether any amendment to the GM phase 1 habitat survey to supporting no net loss is required. Addition of targets for urban greenspace (partly relating to the city of trees) and mapping of existing accessibility to green space.	Progress update provided at last NCG meeting on 19th July on work to examine how more specific targets for the 'natural environment' could be identified for Greater Manchester. Officers were asked to feedback their comments to Gareth Bruff by the end of August 2017. GB to feedback at next meeting in November.	G
Transport	A12	Identify key risks to transport infrastructure posed by increased incidence of flooding and heat as part of Transport Strategy and Planning	TfGM	TfGM / RESIN	2017	To be undertaken as part of the RESIN Project	Workshop held with transport colleagues. Spatial data provided to UoM. See update (point 1) for Action 2 above	G
Transport	A13	Integrate requirements for shelter from extreme weather and heat into building design and transport systems as part of a sustainable design guide.	TfGM	TfGM, EU funds	2016	TfGMs internal environmental implementation plan has a requirement on project teams to review and assess the design guide and sustainable assesment tool regarding adaptation measures.	Bolton Interchange opened; incorporating ETFE, a sedum living roof and air source heat pumps to efficiently control heat inside, plus rainwater harvesting system.	G
Transport	A14	Strengthen traveller notification systems to ensure that they respond to weather risks more effectively, including air pollution risks.	TfGM	TfGM	2016	To be completed by end of 2017	Discussion with AirText operations in South East. Discovery phase of Air Quality website begun.	G

Culture and Communication

Theme	Ref	CLESS Action	Led by:	Resources	Start Yr	Action Required 2017/18	Progress in Q2 Jul - Sep (2017/18)	RAG
Cross Cutting	C1	Operate a Low Carbon Hub Board, with supporting groups and networks.	GMCA Env Team	GMCA revenue	2012	Operate a Low Carbon Hub Board, with supporting groups and networks and undertake a review to assess fit for purpose	LCH Board and sub groups have operated normally within the quarter	G
Cross Cutting	C2	Publish disclosures as part of our external commitments e.g. Carbon Disclosure Project, Compact of Mayors, Under 2 MOU, and Integrated Covenant of Mayors on their international websites.	GMCA Env Team	GMCA revenue	2013	Publish Disclosures and ensure annual reporting requirements are met	Greater Manchester has been notified that it has retained its Covenant of Mayors compliance in 2017	G
Cross Cutting	C3	Maintain a suite of Key Performance Indicators and Operational Progress Measures to provide a transparent basis for performance analysis	GMCA Env Team	GMCA revenue	2016	Provide input of the review of indicators for GMS and GMSF	Input has been provided on GMS indicators/	G
Cross Cutting	C4	Encourage organisations across GM to boost the carbon literacy of their employees via corporate schemes and the GM Carbon Literacy Project.	Carbon Literacy	EU, Partners	2016	For all key employers to become Carbon Literate via sector and area-based consortia. To use employer take-up as a catalyst for widespread educator and community take up, and the creation of a GM low carbon culture	Launch of first area-based CL consortium - led by Paul Dennett in Salford. Planning for first Faculty-wide CL at Salford Uni. 6.5K CL certificates now issued. Support for GM interfaith climate event at Manchester Cathedral. Further dissemination of GM-founded CL approach across the UK and overseas.	A
Cross Cutting	C5	Maintain and regularly update a comprehensive online resource of articles, news, documents and reports, including quarterly progress reports and an Annual Performance Report	Accountable Bodies, GM Env team	GMCA revenue	2016	Maintain online news, document and event library and increase awareness and accessibility of information within public domain. Collate and publish Annual Performance Report.	Ongoing. Twitter: Tweets 430; tweet impressions 154K; mentions 147; new followers 93; profile visits 3557.	G
Cross Cutting	C6	Seek to operate a communications, awareness and pledge initiative, and provide updates on key issues and action via social media, signposting followers to the initiatives and actions of others.	GMCA Env & Mayor Teams	GMCA revenue	2016	To manage a programme of 'listening' events leading up to the culmination of a regional 'Green Summit' as requested by the Mayor. To continue to increase visibility of LCH news via social media and online resources. To progress a Special Communications Interest Group from LCH Board Orgs.	Green Summit: Panel due to meet 15/09/17; press release drafted; consultation questions drafted; venues researched. Waiting for outcome of panel meeting to move forward on 'First Tier' consultation events. Communications Task and Finish Group yet to be arranged.	A
Cross Cutting	C7	Work with experts to develop an evidence base and related resources to support planning officers develop policy and implement measures which enable occupants to adopt low carbon, climate resilient lifestyles	GMCA Env & Planning Teams	GMCA revenue	2017	Support MCC on the dissemination of their Green Infrastructure Internal Database to the 10 local authorities and wider stakeholders.	Database disseminated to Districts.	G
Energy	C8	Develop and refine our approach to tenant engagement on carbon reduction based on social research conducted as part of the NEDO integrated heat pump and ICT platform trials and digital support training	Landlords, GMCA Env Team,	NEDO, Landlord revenue	2016	Completed for NEDO project. Bid for EU funds with UoM to establish further research to inform policy		B

Culture and Communication

Theme	Ref	CLESS Action	Led by:	Resources	Start Yr	Action Required 2017/18	Progress in Q2 Jul - Sep (2017/18)	RAG
Energy	C9	Publish and maintain detailed information on the Energy Network, and provide regular updates on our projects, performance and Plans.	Electricity North West.	ENWL	tba	TBC		TBC
Energy	C10	Seek to use the development of energy trading to provide a new, more direct engagement with organisations and individuals across GM	GMCA	GMCA revenue	2018	Not yet started	Not yet started	TBC
Energy	C11	Run and participate in heat networks engagement and communication activities, including conferences.	LCDPU	DECC, HNDU	2016	Continue with participation at heat network engagement and communication events	PDU presented at various events including: - Growth Hub supply chain event; - GM energy/sustainability workshop; - Local Authority Energy Systems.	G
Buildings	C12	Develop an initiative which raises awareness of the links between domestic building quality, health and fuel poverty	GMCA Env & Health	Tbc	2016	Assist GM Health and Housing Colleagues in the development of a GM HIA model.	Provided assistance to GM Research Team/Health colleagues on the HIA work via the mini-lab. This has helped in an initial CBA report.	G
SCP	C13	Operate a green growth pledge to engage businesses on resource efficiency, promoting a wider awareness of climate change and the issues and opportunities affecting them	BGH	ERDF	2015	Continuer to promote the Green Growth Pledge to Business Growth Hub clients and integrate and promote via the Social Value Guide to suppliers the Growth Company is developing.	92 organisations have now made the Green Growth Pledge, over 75% of which are GM SMEs. The Green Intelligence bulletin continues to attract new readers, currently there are over 1,900 subscribers, nearly 700 of which are SMEs	G
SCP	C14	A consortia of BBC North, Peel, ITV and other key media organisations will continue to promote the ALBERT+ standard for programme making, and continue to implement their shared employee engagement initiative, extending it to new organisations.	Media Consortia	Private Sector	2016	To further embed ALBERT+ as UK broadcast industry standard practice and to use influence of the consortium to accelerate Carbon Literacy in GM employers and educators	Active support for the new Salford Carbon Literacy Consortium. Keynote statement from BBC re CL as a employability asset. Support for University of Salford Arts & Media Faculty in their development of CL	G
Natural Capital	C15	Engage communities in Natural Capital activities as a mechanism to connect them with nature and understand the role of Natural Capital in combatting climate change and its impacts.	LAs, NCG	Life IP, GMCA revenue	2017	Development and delivery of a targeted communications campaign 'connecting people with nature' which brings together the key natural environment stakeholders and their initiatives being delivered across Greater Manchester. Continue to deliver River Irwell catchment ecology project, led by GMEU. Explore opportunities to engage volunteers in recording local water quality through Natural Course diffuse urban pollution Action.	Website development brief sent out to consultants for quotes with a deadline for receipt 22nd September. Commission to be completed by the end of December. Following discussion at the NCG meeting in July further discussions will be held with UofM and LWT to ensure joined up working on website development for the MEMO and My Wild City projects.	G

Culture and Communication

Theme	Ref	CLESS Action	Led by:	Resources	Start Yr	Action Required 2017/18	Progress in Q2 Jul - Sep (2017/18)	RAG
Transport	C16	Continue to offer an extensive Travel Choices programme, to encourage people to switch more of their journeys to sustainable transport and to better manage their journeys and vehicle choices.	TfGM	TfGM Revenue	2015	Travel choices programme delivering advice and incentives to employees, jobseekers, apprentices and pilot education project. Aim to recruit 100 new businesses to Business Travel Network, to over 650; 325 action plans; 30 businesses with accreditation standard; 1500 discounted tickets and 300 refurbished bicycles for apprentices.	29 new businesses recruited to network (to 670), 3 new action plans (to 308). 3 grants approved for £40,000 (July-August). New PTP contract started. Schools pilot started'	G
Transport	C17	Work with the industry and customers to raise awareness and actively promote sustainable distribution	TfGM	TfGM revenue	2016	Work with the industry and customers to raise awareness and actively promote sustainable distribution	Wider engagement with industry planned in upcoming months with Freight Forum and other events. DSPs being promoted to businesses and public sector.	G

LOW CARBON HUB BOARD

Date: 03rd October 2017

Subject: GREEN SUMMIT PROPOSALS

Report of: Mark Atherton, Asst Director Environment

PURPOSE OF REPORT

To update the Board on the emerging proposal for the Mayoral Green Summit to be held in March 2017.

RECOMMENDATIONS:

The Board is requested to:

- Note the contents of the paper
- Discuss and agree the proposals for the Mayoral Green Summit
- Agree to receive emerging carbon pathway proposals at its January meeting

CONTACT OFFICER:

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Tel: 07834 174132

TRACKING/PROCESS		
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		NA
AGMA Commission	TfGMC	Scrutiny Pool
03 th October 2017	NA	NA

1.0 BACKGROUND

- 1.1 A key pledge in the GM Mayor's manifesto included a commitment to hold a Green Summit within the first year of him taking office "to declare a new, accelerated ambition for Greater Manchester on the green economy and carbon-neutrality" and "in the meantime, ask experts and city stakeholders to lead a public debate on what that new goal should be."
- 1.2 The Mayor would also like Greater Manchester to set the lead in the country and Europe for clean air, access to quality green-space and an accelerated ambition for Greater Manchester to become 'carbon neutral' before 2050. These outputs directly relate to wider socio-economic outcomes for improved health, reduced fuel and food poverty, reduce flood and business risk and support sectoral growth.
- 1.3 To achieve this, the Mayor aims to bring together stakeholders, academics and environmentalists by hosting a Green Summit 'listening' event to scope out the way in which citizens can shape their future and demonstrate how we can work together on environmental issues that affect us all.
- 1.4 There is a wide body of research on the benefits of adopting a whole energy systems approach to carbon reduction across multiple sectors (transport, built environment and engineering) investigating energy use and potential new technologies that will reduce the reliance on using fossil fuels. GM has received funding from BEIS to develop a city region transition pathway to 2050 (SCATTER) and tools for other Core Cities to develop future energy scenarios which will help to inform what a future carbon neutral target date should be. The goal of this work is to rapidly evolve the knowledge base and assessment tools that are needed for a comprehensive understanding of the whole future energy system. This process will include a number of stakeholder engagement events which could culminate in the development of a draft GM Environment Charter/Commitment which may be agreed at a Mayoral Green Summit.
- 1.5 In addition, Greater Manchester has been selected by DEFRA to be its Urban Pioneer city to support and inform the Government's 25 Year Environment Plan. As part of the proposed Project Plan for this aims to "create a natural livable city region" and to "Develop and test a communications and engagement model that brings together sectors, organisations and the public to deliver more for the environment." This work could also support engagement activity leading up the Summit.
- 1.6 Greater Manchester is already home to the Jam and Justice research project <https://www.gmcvo.org.uk/jam-and-justice>, aimed at seizing the opportunity provided by devolution to look at more inclusive ways to govern in our city-region. Part of this project (through a funded PhD) will investigate how Greater Manchester can better engage with citizens on the environment/low carbon agenda.

- 1.7 The Green Summit could result in the production of a post 2020 “GM Environment Strategy”. It is therefore proposed that the Green Summit, to be held in March 2018, will be the culmination of an engagement exercise, not the beginning of the discussion.

2.0 OBJECTIVES

2.1 The objectives of the Green Summit are:

- Demonstrably “listen” and engage with citizens to shape GM’s future green/carbon ambition.
- Define a date for GM to be a carbon neutral city region before 2050.
- Test engagement and communications models to inform future GMCA consultations
- Raise the profile and awareness of GM’s existing environment work, policies and strategies
- Host a Mayoral Green Summit in 2018 to announce a new ambition for Greater Manchester
- Produce a post 2020 strategy to communicate the implementation of the ambition defined at the Summit

3.0 PROPOSED METHODOLOGY

- Establish a small panel of local and national experts to support delivery of the low carbon pathway analysis and a wider steering group to deliver the Green Summit proposal and engage publicly to discuss a new environmental ambition for Greater Manchester.
- Setting a pathway to carbon neutrality will involve making a series of choices – how can we generate more low carbon energy locally? Are we doing enough to insulate our homes and buildings? How can we reduce waste? How can we manage our green infrastructure better to limit the shocks of future climate change? What sort of city do we want to create for our children? And, importantly, how can we support our businesses to take advantage of the £ trillion global market for environmental technologies; creating more wealth and employment in the city.
- Academics from the University of Manchester’s world renowned Tyndall Centre for Climate Change and Anthesis Group will work with experts from some of some of our largest companies (Siemens, ARUP, Electricity Northwest) and national experts from the Energy Systems Catapult to devise options for our carbon pathway.
- A wider local Steering Group will support this work and oversee the development of the Summit and ensure the widest possible engagement with Greater Manchester’s businesses, organisations, communities and environmental groups (See Annex 1).

- We want to listen to the views of our residents to understand their aspirations for the sort of city they want for themselves and their children to live, work and play. A natural, livable city. As well as expert workshops, we will run 'listening events' and use social media to stimulate a discussion and help create a new environmental vision for the city region, ensuring suitable areas of interest and 'communities' within GM are targeted, invited and engaged in the lead-up to the Green Summit.
- Set up channels for feedback correspondence and coordination – webpage, twitter, email. Set communication tone, branding and channel plan – use wording and phrases identified as having more meaning to residents. Eg. "If we clean up our air, enhance our green spaces and help people cycle or walk more frequently, we will become a healthier society. If we help communities to generate more of their own energy, we will become wealthier through reduced energy bills."
- Deliver 'lead-up' events to test the low carbon pathway assumptions, providing the agenda for the Green Summit; ensuring a diverse range of feedback on the green agenda and time for debate. All views to be expressed in a free manner, all views to be considered and evaluated. Also use existing channels of communication – pre-determined environmental groups, conferences and events.
- In addition to attracting government funding from Department of Business, Energy and Industrial Strategy to support the analytical work, we have secured commitments for sponsorship funding and/or resources from Electricity Northwest, Siemens, Salford University, United Utilities and the Environment Agency to support this engagement work.
- Develop Green Summit agenda to fit with expectations in March 2018. Venue to fit with budget and aspiration. The final product is to develop an Environment Charter/Commitments for a Green City Region of which our carbon-neutrality date will be a key part.
- Outcomes of the summit to include further work to develop the details of a post 2020 implementation plan.

4.0 RECOMMENDATIONS:

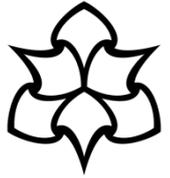
4.1 The Board is requested to:

- Note the contents of the paper
- Discuss and agree the proposals for the Mayoral Green Summit
- Agree to receive emerging carbon pathway proposals at its January meeting

Annex 01

The steering group will comprise representatives from:

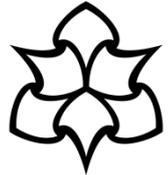
- Environment Agency
- Manchester Friends of the Earth
- Greater Manchester Chamber of Commerce
- Groundwork
- Greater Manchester CVO
- Carbon Coop
- Carbon Literacy Greater Manchester
- Manchester Climate Change Agency
- Wildlife Trust for Manchester, Lancashire and Merseyside,
- City of Trees Manchester
- United Utilities
- SERA
- Creative Concern
- Manchester Solutions
- Sheffield Hallam University – Jam and Justice
- Greater Manchester Waste Disposal Authority
- Transport for Greater Manchester
- Greater Manchester Public Health



Manchester Fuel Cell Innovation Centre

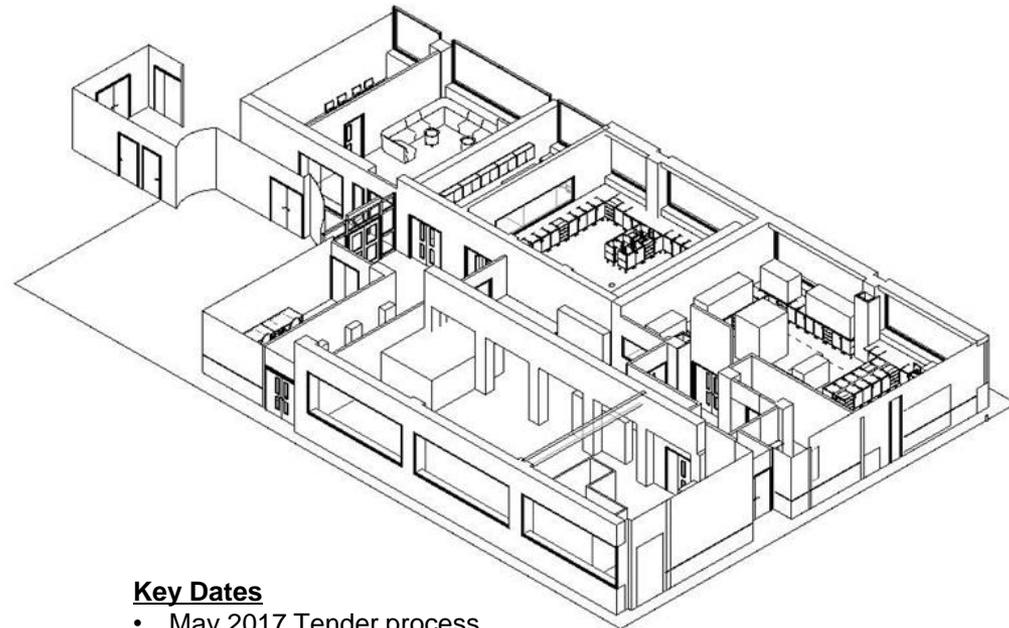
Progress Update

Amer Gaffar
Director of Partnerships



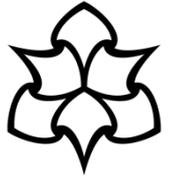
- £4m part **ERDF funded £1.65M**
- Outputs to be achieved
 - **Create Facility**
 - **Engage 50 SME's**
 - **Engage 23 FTE Researchers**
- Sited within 5th Floor JDT in S&E
- £2.5m of research equipment
- Outreach and Public Engagemer

Proposed Design



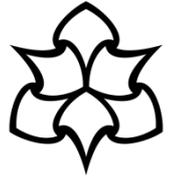
Key Dates

- May 2017 Tender process
- June 2017 Appoint contractor
- August 2017 Contractor mobilisation
- September 11th 2017 Contractor starts on site
- October 2017 Equipment tenders awarded
- December 2017 Equipment testing and commissioning
- January 2018 Completion



The future – Partnerships and Projects

- Build on industrial partnerships that enhance the physical space
 - GE Fuel Cells
 - Shell
- Development of related projects: [HySchool](#) Awarded September 2017
- [Co-ordinate Hydrogen & Fuel Cell Initiatives – FCHJU](#)
- Develop cohort of Post graduate opportunities relative to the regional and University ambition – New £4M bid MFCIN in progress
- Develop resource to advance ‘Manchester’ as a key innovator within hydrogen & fuel cells
- **Combine the Science with other disciplines**

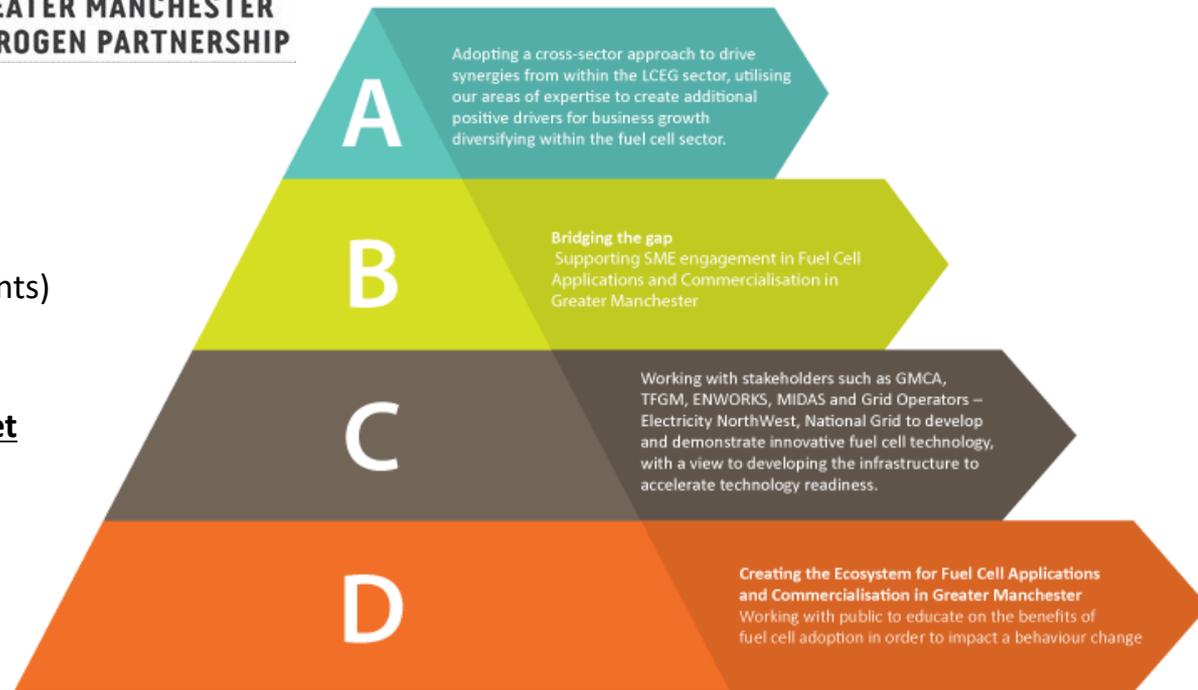


Manchester Fuel Cell Innovation Network



GREATER MANCHESTER HYDROGEN PARTNERSHIP

- **Project Value £4m**
 - In appraisal by DCLG
 - If successful Jan 18 start date
- Funded PhD programme (15-20 students)
- Academic Engagement
- **Multi-Disciplinary – 4 Manchester Met Faculties involved**
- External Expertise – Procured
- Formalized Outreach and Public Engagement



LOW CARBON HUB BOARD

Date: 3rd October 2017

Subject: NATURAL COURSE, EU LIFE INTEGRATED PROJECT

Report of: Mark Atherton, GM Environment Asst Director

PURPOSE OF REPORT

The purpose of this paper is to update the Board on the progress of the first phase of Natural Course, an EU LIFE Integrated Project, and the development of the second phase of project activities, addressing how the project supports the delivery of the Mayor's ambition for a Green City Region.

RECOMMENDATIONS:

The Board is requested to:

- Note the contents of the report and presentation;
- Note the progress to date and the current delivery priorities; and
- Endorse the approach for the development of Phase II of the project.

CONTACT OFFICER:

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TRACKING/PROCESS		
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		NA
AGMA Commission	TfGMC	Scrutiny Pool
3 rd October 2017	NA	NA

1.0 Natural Course

- 1.1 Natural Course is an EU LIFE Integrated Project (IP) aimed at accelerating delivery towards the objectives of the EU Water Framework Directive (WFD). LIFE is a significant EU funding mechanism which supports environmental, nature conservation and climate action projects across Europe. Integrated Projects are new to the LIFE programme and are designed to take forward major European programmes and strategies at a significant geographical scale. Natural Course is in the first group of Integrated Projects and is the first IP in the UK.
- 1.2 Natural Course began in October 2015 and will be delivered over 10 years in a series of 4 phases. The project has a £20M budget with an investment of £12M from the EU. The project covers the Water Framework Directive's North West England River Basin District with a focus in Phase I on the River Irwell catchment in Greater Manchester and beyond.
- 1.3 Natural Course is delivered by 5 organisations working collaboratively: the Environment Agency (the coordinating partner), United Utilities, GMCA (with Salford CC as the accountable body within GM), Natural England and the Rivers Trust.
- 1.4 The project aims to identify and develop integrated water management solutions which deliver benefits in the areas of improved water quality, reduction in flood risk and enhanced biodiversity. The project takes a Natural Capital approach and supports the Catchment Based Approach (CaBA), the local mechanism for delivering WFD objectives.

2.0 Phase I progress

- 2.1 The focus of the first phase of Natural Course is to lay the foundations for the 10-year project. Phase I will conclude in early 2018. To date, project activity in Greater Manchester has included:
 - Creating a comprehensive evidence base to support the development of projects aimed at delivering multiple water management benefits.
 - Building links with and between wider GM structures such as the Natural Capital and Infrastructure Advisory Groups and initiatives such as Mapping GM.
 - Developing and delivering demonstration and pilot projects.
 - Understanding the opportunities to attract new and additional resources to support WFD delivery.

2.2 Creating a comprehensive evidence base

A series of studies has been commissioned to build knowledge and understanding of the issues and opportunities within the River Irwell catchment, including:

- Evidence & Measures study. Almost 100 data sets have been collated and analysed to increase understanding of the causes of water quality issues across the Irwell catchment and to identify opportunities for improvements.
- Natural Flood Risk Management modelling. An approach developed in Cumbria, as part of Natural Course, has been applied to the Irwell catchment to map opportunity areas for natural flood management in addition to traditional engineering solutions.
- Green Infrastructure for Water. City of Trees has collated spatial information to identify locations where green infrastructure can best be used to intercept diffuse pollution and provide a water quality benefit.

In addition, the Greater Manchester Ecology Unit leads a catchment ecology project designed to gather species data across the Irwell which can be used to guide and support the development of future projects. Further studies will be commissioned to explore the governance arrangements within the water sector across GM and to understand the potential synergies between Natural Capital investment opportunities and wider investments planned in other sectors across the Irwell catchment.

2.3 Demonstration and pilot projects

The evidence base is being built on and complemented by the commission of an assessment of the ecosystem services of the river valleys within the Irwell catchment. This piece of work will provide an inventory of the green infrastructure within the river valley corridors, identify gaps and place a financial value on the benefits they provide.

In addition:

- Local volunteers and members of the Irwell catchment partnership will be trained to survey the various outfalls that discharge to the River Irk, a tributary of the Irwell in northern Manchester. Detailed maps will be produced to guide the development of future green infrastructure projects.
- A specific source of urban diffuse pollution will be explored further through an evaluation of a multi-year project delivered by Groundwork MSSTT looking at the risk to local water quality associated with industrial estates.
- A project led by the Environment Agency will identify improvement projects on a series of small tributaries that feed into the River Irwell.

City of Trees is delivering three pilot tree planting and woodland management projects that will be monitored to assess their impact on water quality and quantity:

- A wet woodland, close to the M60 in Winton, Salford, is being actively managed to slow the flow of water into Worsley Brook.
- Street trees are being planted as part of the regeneration of Prestwich High Street and will receive rainwater from surrounding pavements and roofs. The water will filter through the tree pits and be used by the trees before entering the sewer.

- Tree planting on the fringes of Crompton Moor above Shaw, Oldham, to demonstrate the value of woodland creation in slowing the rate of flow to the River Beal.

2.4 Attracting new and additional sources of funding

LIFE IPs are encouraged to identify and attract additional sources of funding to deliver the objectives of major EU programmes such as the WFD. This approach has been initiated through the development of a Countryside Stewardship Facilitation Fund network in the upper Irwell catchment. Over £50K has been secured to work with landowners and managers covering 4,800Ha of rural land. DEFRA resources will fund a facilitator to work with land managers to maintain and restore holdings to provide a downstream flood risk management benefit using funds from a variety of sources.

3.0 **Development of Phase II**

3.1 The second phase of Natural Course will start in early 2018, building on the knowledge and understanding generated in Phase I. The GMCA team will work with the other Natural Course partners to develop a programme which focuses on three areas across GM:

- Taking forward the Natural Capital approach and assessment of ecosystem services to develop an investment strategy and portfolio of projects based on the rejuvenation of the river valleys of Greater Manchester.
- Extending the catchment ecology project with an increased focus on engaging members of the community.
- Expanding the urban diffuse pollution mapping across GM water bodies and developing potential projects which align with the future investment plans of the water company and integrate water quality and quantity objectives.

4.0 **Recommendations**

The Board is requested to:

- Note the contents of the report;
- Note the progress to date and the current delivery priorities; and
- Endorse the approach for the development of Phase II of the project.

Paper 07 Annex 01

Natural Course

An update to GM Low Carbon Hub Board

3rd October 2017



Project Start: October 2015

Duration: 10 years

Funding: €20M with €12M from EU



North West England River Basin District & River Irwell Catchment



The Natural Course Objectives

Integrated water management

Improved water quality

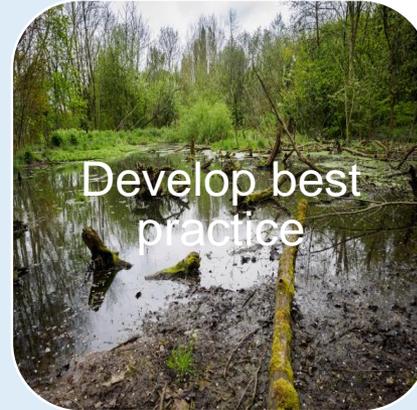
Reduced flood risk

Enhanced biodiversity

Natural Capital & Catchment Based Approach



The Natural Course approach





3 urban forestry demonstration projects

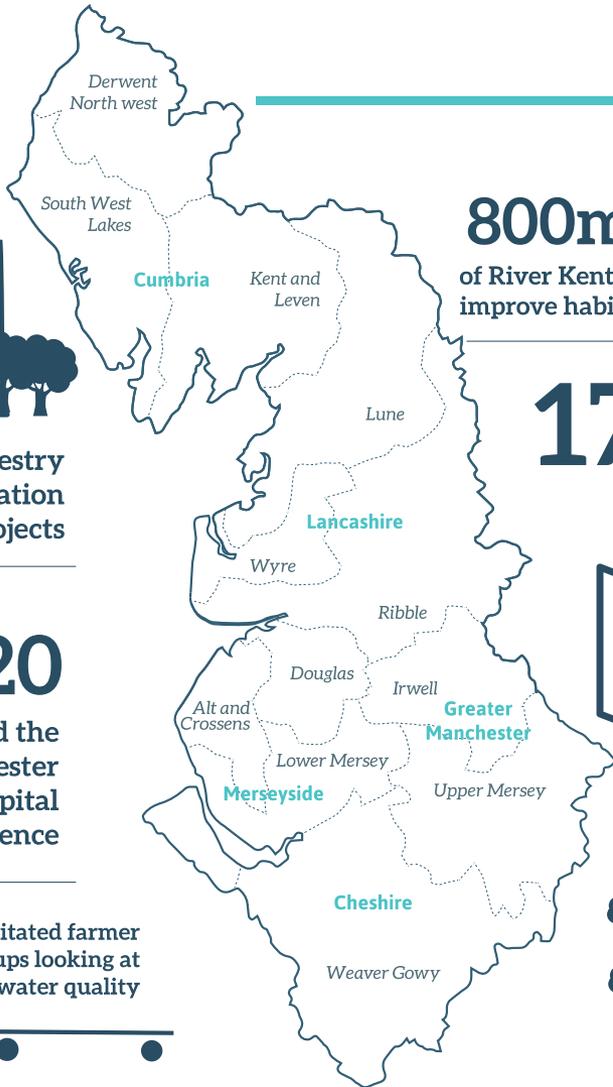


120

people attended the Greater Manchester Natural Capital Annual Conference



7 facilitated farmer groups looking at water quality



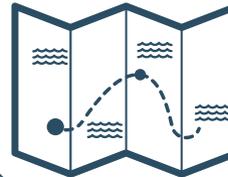
800m



of River Kent embankment lowered to improve habitat for fish and crustaceans

17

members joined the Irwell Natural Flood Risk Management Group



Natural Flood Management opportunities mapped for 3 Cumbria catchments, the Irwell catchment and Mersey catchment

9

locations identified for an integrated catchment approach

80

data sets compiled to inform River Irwell Evidence and Measures Report

40km of urban river surveyed for birdlife



12,000 trees being planted, covering an area of approximately 11 hectares spread over 7 sites



Catchment Management Plans



Healthy Rivers Trust CaBA Partnerships

A series of interactive maps presenting the data and evidence underpinning the partnerships' catchment management plans. The 'Working with Others' tab is currently selected.

Overview Ecological Quality Characteristics Tackling Pollution Enhancing Biodiversity Managing Flood Risk Working with Others

Overview of Catchments

- [Alt and Crossens](#)
- [Lower Mersey](#)
- [Upper Mersey](#)

[Scroll down](#) to learn more about each of the individual catchments.

Alt / Crossens

The Alt/Crossens covers the two small water catchments of the Rivers Alt and Crossens that flow out to sea just north of the Mersey.

The River Alt rises in the urban area of Huyton, east of Liverpool and flows into the Irish Sea at Hightown, south of Formby. The estuaries of the Alt and the Crossens form part of an area designated for its conservation importance nationally and internationally. The coastline between Liverpool and the Ribble Estuary is a Ramsar site (Wetland site of international importance), Special Area of Conservation (SAC), Special Protection Area (SPA) and a Special Site of Scientific Interest (SSSI).

Map showing the catchment area with a 'BACK' button.

DoBH, OS, Esri, HERE, Garmin, USGS, NGA esri

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23/01/2017



Ecosystem Services Opportunity Assessment

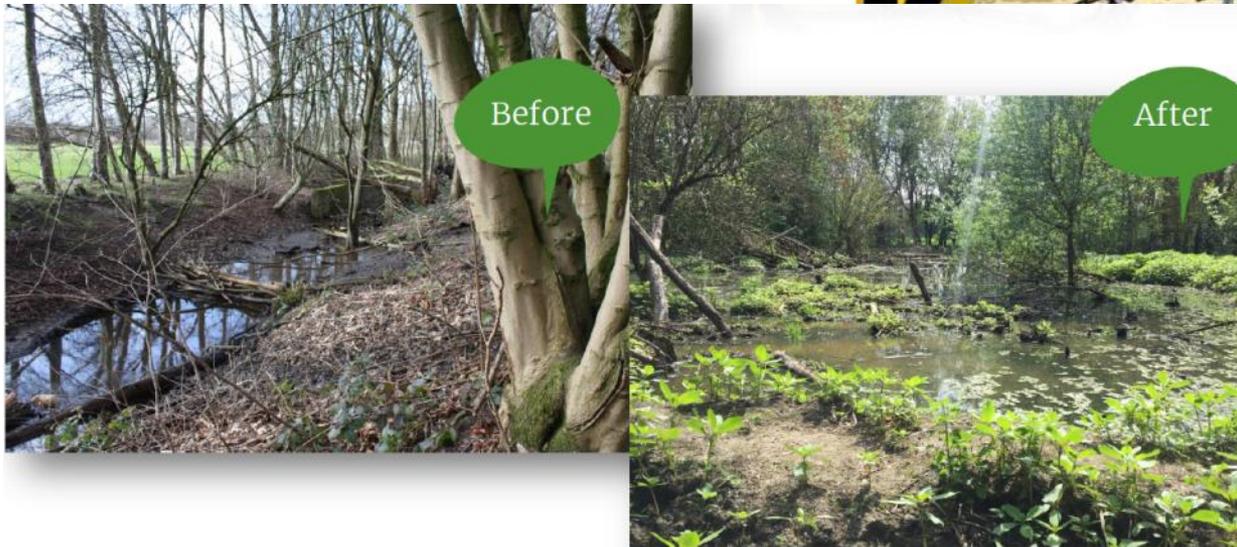
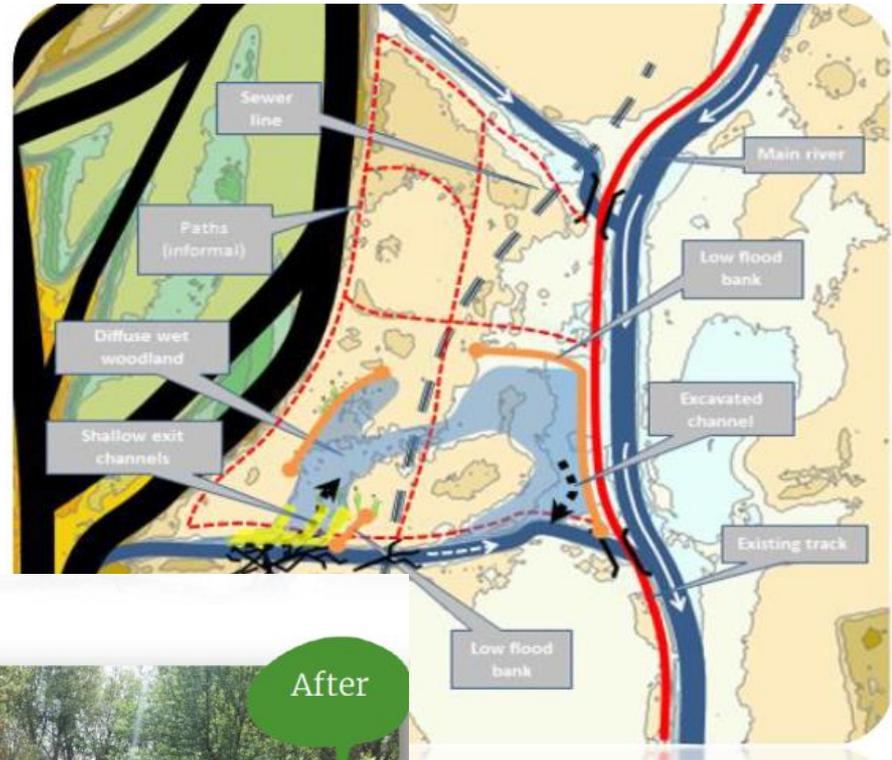
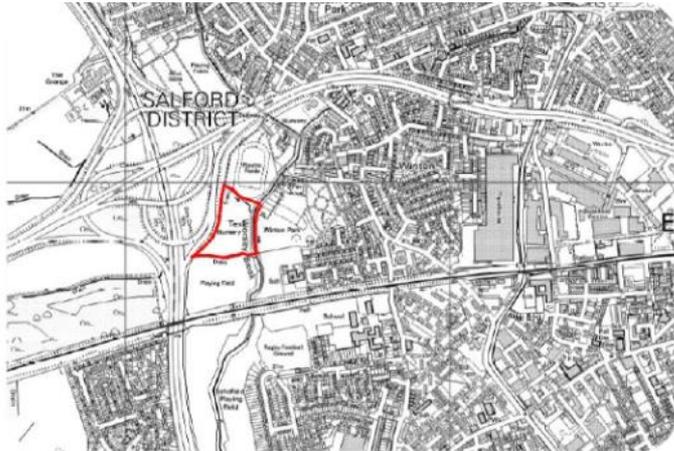
- Identify reaches of heavily modified channel in the Irwell catchment.
- Identify opportunities to re-naturalise the channel and improve the benefits they provide.
- Mobilise funds to illustrate the benefits of a Natural Capital approach.



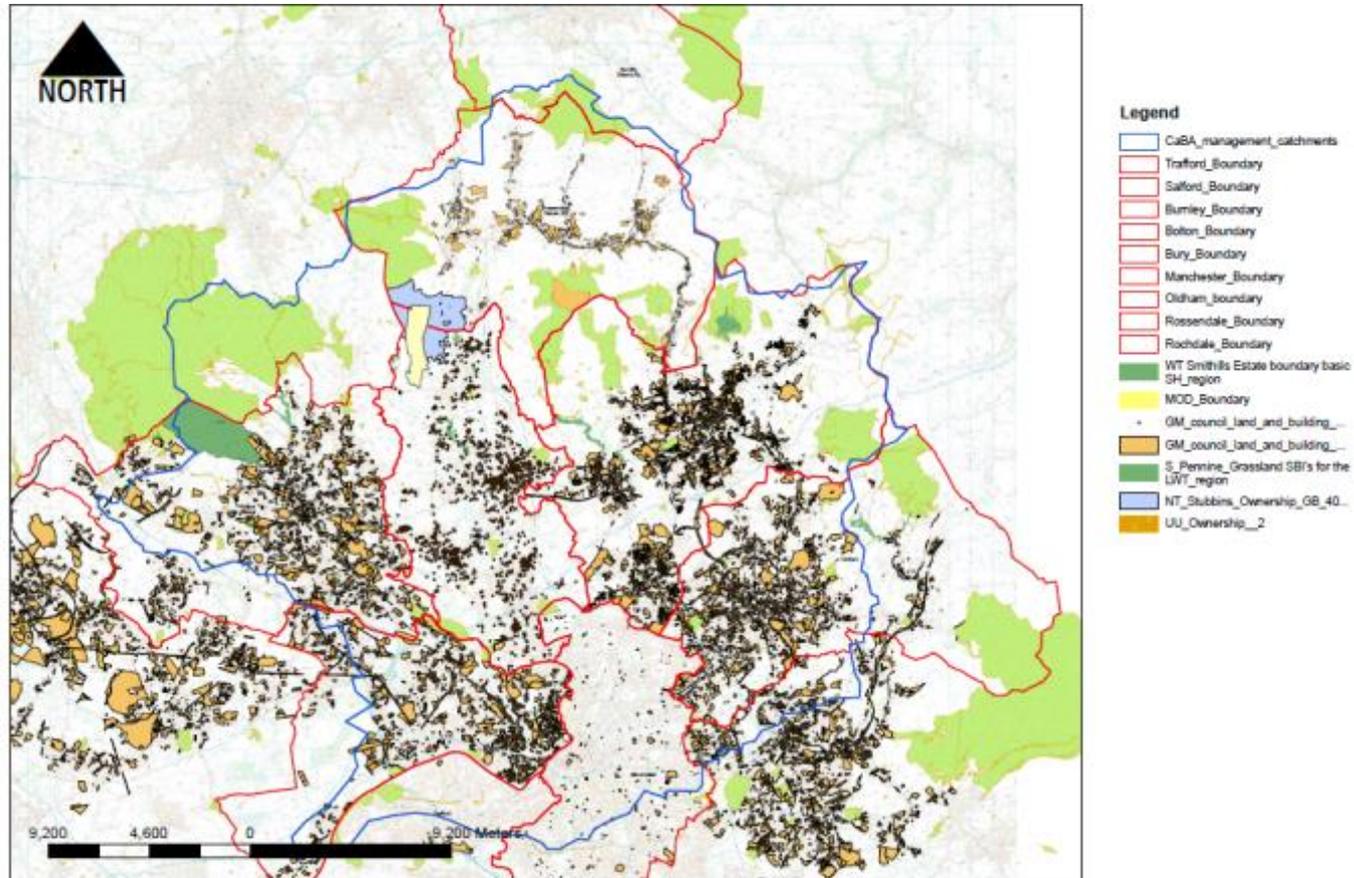
Pollution from towns, cities & transport



Urban Forestry demonstration project: Cleavleys Wet Woodland



Countryside Stewardship Facilitation Fund



Countryside Stewardship Facilitation Fund

Land Ownership

Scale: NTS Date: Jan 2017 Drawn By: NL



Phase II Development

- Taking forward Natural Capital approach to create an investment strategy and portfolio of projects
- Extend catchment ecology project
- Extend urban diffuse pollution mapping and align projects with water company investments
- Develop projects that provide water quality and quantity benefits





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LOWCARBON HUB BOARD

Date: 03 October 2017
Subject: Clean Air Update
Report of: Head of Logistics, Environment & Active Travel, TfGM

PURPOSE OF REPORT

To provide Board members with an update on the UK Plan for Tackling Roadside Nitrogen Dioxide Emissions and the implications for Greater Manchester.

RECOMMENDATIONS:

The Board are recommended to:

- (i) Note the contents of the report.

CONTACT OFFICERS:

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1. INTRODUCTION

- 1.2 DEFRA published the previous UK Plan for Tackling Roadside Nitrogen Dioxide Emissions in December 2015. Client Earth deemed this plan to be insufficient and they took their case to the High Court. In December 2016 the Supreme Court ordered the Government to draw up more far reaching and radical plans to tackle air pollution across the UK and improve air quality. DEFRA released the draft plan for consultation on 5th May 2017.
- 1.3 In the previous Plan the Government proposed a solution incorporating Clean Air Zones (CAZ) in several of the more polluted/harder to tackle areas in the UK. The plan mandated five areas outside of London to introduce charge based/access restriction based CAZ solutions. The plan did not include any areas in Greater Manchester, however, the Combined Authority was funded by DEFRA to undertake a voluntary feasibility study, which is currently underway but focuses on a small number of scenarios within the inner relief road and within the M60.
- 1.4 TfGM submitted a response to the consultation on behalf of the Combined Authority. The consultation closed on 15th June and the final UK Plan was published on 26th July 2017.

2. THE UK PLAN FOR TACKLING ROADSIDE NITROGEN DIOXIDE EMISSIONS

- 2.1 The final Plan sets out a series of activities which will be delivered at the national level as well as placing responsibility on local authorities to bring forward plans which will achieve the required emissions reductions at a local level.
- 2.2 National plans include:
- A ban on the manufacture of internal combustion diesel and petrol engine vehicles from 2040.
 - Plans to consult on auxiliary measures to support clean air zones, such as a diesel scrappage scheme, in summer 2017.
 - Plans to bring forward supporting strategies for Clean Growth, Pathway to Zero and Wider Clean Air Strategy in 2018.
- 2.3 The document also outlines the £3bn funding package available to support the delivery of the required interventions, of which £255m is new funding available to local authorities to assist in developing plans to address exceedances.
- 2.4 At a local level the Government makes clear that local authorities have a key role to play in identifying and implementing plans to reduce emissions.

- 2.5 The plan sets out that 29 local authorities, including seven districts within Greater Manchester, must undertake comprehensive feasibility studies, assessing a wide range of options, to identify solutions to local exceedances. Initial plans must be put forward by March 2018, with final plans being agreed by December 2018. The Government reserves the right to oversee the feasibility process and approve the final plan.
- 2.6 The Government has not yet confirmed the date for publication of the feasibility guidance document or allocation of funding. DEFRA has suggested that both will be released within the next two months.
- 2.7 The Government has identified charge-based clean air zones as the measure it is able to model nationally which will achieve statutory NO₂ limit values in the shortest possible time. The document states that if a local authority can identify measures other than charging zones that are at least as effective at reducing NO₂, and are at the same or lower cost, those measures should be preferred as long as the local authority can demonstrate that this will deliver compliance as quickly as a charge-based CAZ. It goes on to say that there is high uncertainty of the effectiveness of other, non-charge-based measures.
- 2.8 The DEFRA modelling and subsequent plan are focused at A-road level and are based on a 2001 model of the urban area, using 2015 air sampling data. They have identified specific and small stretches of the highway network as requiring additional measures. The plan does not account for town and city centre exposure levels, local variances, impacts on the wider network, traffic dispersion or planned development.

3. GM RESPONSE

- 3.1 The approach taken at the national level means that there are now two individual but related issues to be addressed within GM – the specific exceedances identified through the national modelling approach; and the GM Air Quality Management Area.
- 3.2 In dialogue with the Joint Air Quality Unit (JAQU), TfGM, on behalf of the Combined Authority, has been clear that:
- Addressing harmful emissions as a contributor to ill health is central to the strategy for the city region.
 - Whilst the move to ban the manufacture of petrol and diesel vehicles from 2040 is welcomed, there is an immediate need for action and funding to deliver the required reductions.
 - It is disappointing that the plan allows more time for the development of the national policy position but expects local authorities to develop their local plans to extremely tight deadlines without having clarity about national plans.

- There is a desperate need for a complementary and comprehensive national strategy backed with substantial, up-front investment.
- The reality is we will only truly tackle air pollution if we can also give people reliable and affordable alternatives to diesel cars. Clean public transport (especially buses) and support to encourage cycling and walking are a key part of the overall solution.

4. IMPLICATIONS OF THE REVISED PLAN FOR GREATER MANCHESTER

- 4.1 The development of the best possible solution for GM, which is aligned with the wider strategy position, and complementary to activities which address other GM priorities is vital. This will require a robust evidence base and detailed assessment of DEFRA's modelling.
- 4.2 At present there is a collaborative approach to addressing air pollution within GM. The legal responsibility for achieving air quality objective levels and the legal power to implement access restriction type interventions on the highway both sit with the Local Authority. At present, the responsibility for tackling air pollution within GM is held by the Combined Authority and discharged via TfGM.
- 4.3 Feasibility work and subsequent interventions should be implemented on a GM wide basis to ensure a solution which tackles the problem without impacting negatively on the surrounding areas.
- 4.4 The resulting proposals should include a package of measures which are directed not only towards achieving compliance with the DEFRA (and legal) requirements but which can also bring about changes to reduce air pollution, and its impacts on health, more broadly across the conurbation.
- 4.5 One of the priority areas of focus will be to build on and ensure integration with other strategic priorities including the GMCA broader health agenda, the green city summit and the integrated transport agenda. Discussion have already taken place in relation to alignment with the congestion plan and with the walking and cycling commissioner.
- 4.6 The timescales for action as set out in the National Plan are very tight. The feasibility studies must be mobilised quickly with clear established scopes.
- 4.7 Due to the wider impacts for all GM authorities of any intervention decisions, a clear governance arrangement is important. In November 2016, WLT agreed that each Local Authority would establish a local air quality steering group. It was agreed that the steering group should have senior management representation and include representatives from Planning (both strategic and development control), Transportation/Highways, Environmental Health (Air Quality) and Public Health. This group in each of the authorities will be the main point of

communication, information provision, escalation and local decision making. The interface between the project team and each of the steering groups will be via the GM Senior Office District Steering Group. All key decisions will be escalated to WLT.

5. INITIAL PROGRAMME

5.1 The Joint Air Quality Unit (JAQU) has stated that they will release the feasibility guidance and supporting funding within the next couple of months. No date has been confirmed. On the basis that TfGM will lead the feasibility work on behalf of the ten local authorities (not yet approved), an agreement has been made with JAQU for the release of early funding to allow work to commence.

5.2 To ensure that GM is in the best possible position to respond to the plan, the following activities are underway:

- Following the publication of the Government's National Air Quality Plan, TfGM is analysing the proposal and communicating with JAQU to develop a better understanding of the implications for GM and what support may be available to assist with any feasibility work;
- TfGM established an internal project team which is currently setting out the framework and proposed scope for the feasibility project.
- Work will continue, in line with local authority officers, to determine the scope of the feasibility study/studies;
- The initial CAZ feasibility study will proceed to conclusion in September 2017 and the information will be used to inform the development of the proposed solution.
- Work will continue via the Highways Strategy Board on a collaborative approach with Highways England to investigate the air quality problem in more detail and explore innovative and appropriate solutions.

5.3 The initial proposal is for a six strand approach to the feasibility work:

- Scope and assessment framework – To be developed in line with JAQU requirements and the approach of other city regions.
- Data and evidence – assessment of the DEFRA modelling approach against the GM data to provide better clarity of the problem to be addressed and challenge any inconsistencies.
- Existing plans – maximising the potential of existing activities such as Growth Deal schemes and interventions identified within the Congestion Plan
- New proposals – bringing forward a wider package of measures including existing aspirations and innovative trials for testing.

- The Plan – bringing together the overall proposal for GM approval and submission to JAQU
- Communication and engagement – preparing for and managing communication in relation to the in-scope interventions.

5.4 Although we have made a clear statement that GM will not implement charge-based clean air zones, there remains a requirement to use the timescales of such for intervention in the wider feasibility study to provide a benchmark against which JAQU will measure the suitability of the proposed solution. Greater Manchester will need to provide data to illustrate what could be achieved in terms of timescales and emissions reductions with the implementation of a charge based clean air zone. The Government does not specify what class of zone must be used as the benchmark but the current assumption is that it would be based on the most economically viable option.

6. RECOMMENDATIONS

6.1 Recommendations are set out at the front of this report.

Helen Smith

**Head of Logistics, Environment &
Active Travel, TfGM**

LOW CARBON HUB BOARD

Date: 03rd October 2017

Subject: LOW CARBON/ENVIRONMENT EDUCATION AND SKILLS

Report of: Cllr Travis, Deputy Chair Low Carbon Hub Board

PURPOSE OF REPORT

To update the Board on issues pertaining to the delivery of low carbon and environment education and skills programmes in Greater Manchester.

RECOMMENDATIONS:

The Board is requested to:

- Note the report
- Note the intention of GM Asst. Director Skills to build upon the opportunities that are currently across GM to promoting green skills and explore specific interactions with the GM Environment sector
- Note the opportunity to develop a natural environment skills programme which will be presented to the GM Natural Capital Group

CONTACT OFFICER:

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Krista.patrick@greatermanchester-ca.gov.uk

TRACKING/PROCESS		
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?	NA	
AGMA Commission	TfGMC	Scrutiny Pool
03rd October 2017	NA	NA

1.0 BACKGROUND

- 1.1 At the last Low Carbon Hub Board meeting, following a presentation from Manchester Environment Education Network (MEEN), a discussion was held on the need for greater awareness of environmental issues in schools, universities and organisations. It was noted that a number of GM Climate Change and Low Emission Strategy (CCLES) actions pertaining to skills were continuously failing to be delivered. Cllr Travis agreed to Chair a further meeting on this topic to explore the issues and opportunities for increasing awareness. This report summarises the discussion and outcomes of that meeting.
- 1.2 A meeting was held on 12th September and included representatives from LCH Board, Carbon Literacy, MEEN, Natural Capital Group, SERA, Lancashire Wildlife Trust, GMCA, University of Manchester and NUS. Apologies were received from Oldham College and University of Salford.

2.0 GAPS AND BARRIERS

- 2.1 Following Introductions, a review of the Skills actions in the CCLES was undertaken. It was noted that the original actions had been lead by the Chamber of Commerce, and resources from the Chamber were no longer available to deliver these.
- 2.2 A discussion on the gaps in existing provision and barriers to progress revealed views that:
- There are some good initiatives in GM but scale is missing
 - Lack of funding for environment education projects was a barrier
 - Linking up between projects and a sense of urgency were absent
 - Establishing a link to Community wellbeing would be important
 - Difficulty to quantify the demand for skills from businesses
 - Barriers existed to taking theory into practise
 - Engaging people and a strong call for action was needed
 - A succession strategy in education, from schools to HEIs and into work was needed.

3.0 EXISTING GM SKILLS PROGRAMMES

- 3.1 Gemma Marsh gave a presentation on the work for the GMCA Skills Team and existing skill provision in GM (see Annex 01).
- 3.2 It was noted that:
- Skills could be linked to a Good employment charter
 - Apprenticeships could be utilised to meet the public sector target – how do you raise the quality?
 - Can we use Social Value commitment of GMCA to raise awareness and action with business?

- The Low Carbon/Environment Sector was thought difficult to define due to its cross cutting nature.
- There was a need to develop 10 priorities for advice and guidance
- There was a need for clarity on the types and levels of jobs in the sector
- GM will see the adult education budget devolved in in 2019/20 (£18m) and was and opportunity
- The Careers and enterprise programme can be sector specific if we can get business mentors.
- Carbon literacy is cross cutting and is about employability
- Need to have Heads and School Governors on board in schools.
- Could be a cross cutting theme on the Skills Summit Network.
- The FE loan facility may provide funding for HEIs
- Need to improve the image of environment skills with students.

4.0 OPPORTUNITIES FOR NATURAL ENVIRONMENT SKILLS:

- 4.1 Krista Patrick presented a paper on proposals for a Green Skills Programme, why they are needed and how they could be delivered including examples of existing programmes and funding opportunities.
- 4.2 Two of the most significant issues faced by the UK today are persistently high unemployment – particularly amongst the young – and the decline of our natural environment – particularly the loss of wildlife and natural habitats. High unemployment removes people from the productive economy and additionally costs the nation in increased benefit payments, increased healthcare and anti-social behaviour costs. When people are unemployed, it can have significant long term impacts on their self-esteem, as well as their attitude to work and to society, and it can significantly harm their mental and physical health and wellbeing. A declining natural environment reduces the ability of the natural world to provide people with a wide range of benefits that underpin our wealth and wellbeing – from the provision of healthy food and clean drinking water; through the regulation of flood and drought and the provision of places to exercise and relax; to the creation of vibrant community spirit around shared local natural places.
- 4.3 The Climate Change Low Emission Strategy Implementation Plan includes Action E18: Identify funding to support Natural Deal skills development. The Natural Capital Group, Skills and Employment Partnership are identified as lead organisations. In 2014 a proposal for a work and skills programme with key environmental outcomes funded through the EU Programme and Big Lottery was developed by Lancashire Wildlife Trust and Groundwork for the Natural Capital Group but the ESF 2014 – 2020 programme did not fit with what was proposed without significant restructuring and the need for multiple funding bids for specific elements of the proposal. However the proposal is still valid today and the group and key partners are still keen to progress a similar type proposal.
- 4.4 The ‘Green Skills Programme’ would provide a suite of employment, skills development and volunteering projects that move workless and unemployed

population towards the labour market by utilising the development, enhancement and management of Greater Manchester's Green Infrastructure assets.

- 4.5 This Programme could provide enhanced Green Infrastructure management capacity in support of the Greater Manchester Climate Change Action Plan – enhancing ecosystem service capacity - at a time of great uncertainty and change with regards public sector services. These projects will focus on addressing priorities within our Green Infrastructure eg nature reserves, SSSIs, river valleys, canals, housing environments, street greening, school grounds, allotment creation, gardens, and business premises/parks.
- 4.6 Examples of relevant funded green skills programmes in Greater Manchester and Lancashire were also presented, together with funding opportunities. Individual projects could be developed to reflect local needs of specific audiences / populations but are likely to consist of a mix of formal and informal volunteering, training, skills development and employment opportunities. It was proposed that each partner with experience on a particular project would help develop this activity further, and ensure that partners work together to identify opportunities and gaps in delivery. A key outcome would be an effective co-ordination of activity on Natural Capital and Green Skills that could become integrated into regional strategies for Greater Manchester. It was suggested that this proposal was presented to the next Natural Capital Group meeting.

5.0 RECOMMENDATIONS:

The Board is requested to:

- Note the report;
- Note the intention of GM Asst. Director Skills to build upon the opportunities that are currently across GM to promoting green skills and explore specific interactions with the GM Environment sector
- Note the opportunity to develop a natural environment skills programme which will be presented to the GM Natural Capital Group

Environment Skills & Education

Skills & Work Update

The Greater Manchester Economy



2.7m people



1.14m jobs



93,000 businesses

Source: ONS

Source: ONS, GVA estimates 2012

GM ECONOMY, 2011

£48.2bn

BIGGER THAN

WALES
ECONOMY, 2011

£47.3bn

NORTH EAST
ECONOMY, 2011

£41.6bn

NORTHERN
IRELAND
ECONOMY, 2011

£29.9bn

Work & Skills in Greater Manchester – Current Profile

Labour Market

- 1.24m people GM employees in 2016 compared with 1.19m a decade ago.
- Labour market recovery in GM skewed towards flexible forms of work i.e zero-hours contracts.
- GM had c189,000 people receiving the main out-of-work benefits in May 2016; a fall of 92,600 since the peak of 281,400 in 2009

Skills

- GM has seen improvements in skill levels since 2004 when the proportion of people with an NVQ L4+ was less than 25% and almost 20% of people had no qualifications. Today, 33.7% have a level 4 quals and 10.1% have no qualifications.
- There is still a gap at L4+ between GM's population and that of the UK.
- It is forecast that to the years to 2022, almost 250,000 jobs will be created in GM, of which a quarter will require skills to Level 3+

Employment

- The Low Carbon and Environmental Goods and Services (LCEGS) sector, also known as green or clean-tech industries, captures economic activity across all sectors and supply chains that deal with environmental issues, ranging from traditional pollution clean-up to renewable energy to complex, emerging low carbon and environmental solutions.
- With over 37,000 jobs and almost 2,000 companies, LCEGS is a growing and important sector for GM, with total sales estimated at £5.4bn. The sector therefore represents a major opportunity to create new employment in an area of expanding global activity

GM Priorities and Actions

GM Work & Skills Strategy put in place to address systematic issues, alongside wider Greater Manchester Strategy – encompassing all elements of public service reform and reinforcing the importance of integration and ‘one approach’ to education, work and skills

Greater Manchester Strategy Priorities

Young people equipped for Life

Good jobs, with the opportunity to progress and develop

Healthy lives, with quality care for those that need it

An age-friendly GM

Work & Skills Strategy Priorities

1. Improving CEIAG to support informed decision making
2. Reforming the system to focus on outcomes not outputs
3. Developing skills infrastructure to meet economic need
4. Improving attainment from compulsory education
5. Strengthening employer engagement / investment in skills
6. Growing the quality and quantity of Apprenticeships
7. Developing and retaining higher level skills
8. Redesigning universal support provision
9. Developing specialist support for hard-to-reach groups
10. Ensuring commissioned programmes have a work & skills focus

Outcomes

All young people have the skills to succeed for life and work

Residents have the opportunity to progress to technical/higher level skills which employers need to compete globally

Residents will have integrated support to enter, sustain and progress in work

Employers will offer quality employment with clear career progression routes

Improved outcomes for people with health needs; more people supported to stay well and live at home for as long as possible

More older people will secure and retain employment

System Challenges

There are challenges within in all stages of the education and skills journey and we must ensure that as learners progress through the system they are able to access high quality, relevant support and guidance on a whole-system / whole-family approach.

In order to do this we must understand the impact of these challenges, at different points along the journey on an individuals' future life chances – their prospects for continuous learning and development, their chances of securing quality employment, their health and their ability to communicate and build relationships with others.

At present, the implications of challenges at different stages of the journey are having a profound affect on peoples ability to make the right decisions about their futures, at all ages.

Some of the key challenges are highlighted below:

0-5:
32% not
school not
ready

5-11: GM
primary
schools are
% behind

11-16:
47% leave
school with
out GCSE
incl English
& maths

16-18:
1/3 of entry
to GFE are
for re-sit of
English &
maths

19+:
70% of AEB
is spent on
below L2
provision

**Young
Adults:**
59% of
unemployed
have below
L2 quals

**GM lags
behind** the
national
avg. in
higher level
skills (L4+)
by 5 ppt

How will we address these areas?

A whole system approach must be taken when implementing any changes to the system – no one element can be viewed in isolation as they are so intrinsically connected. We need:

More people to leave school with functional maths, English and digital with better advice around future career options. Clear improvement in English & maths attainment at GCSE grade A*-C: with an eye on progress 8 attainment



Further education or private providers to progress individuals to L3 + qualifications in a vocational or technical area. FE is particularly good at developing vocational skills whilst still allowing people to investigate career choices



Employment Programmes be developed and commissioned at a local level, which allows unemployed residents the right integrated support required to move them closer to the labour market



Apprenticeships to become a primary way of employers investing in quality employment with recognised training for young people working with the range of provision outlined above



Universities, Colleges and Employers working together to deliver higher level skills via Institute(s) of Technology and Industrial Strategy



Employers able to pursue high productivity, high added value, higher wage system models based on skilled workforce

30% of 16 to 18 year old starts are in basic skills

Figure 32: Education and Training starts by 16 to 18 year olds by sector, 2014/15

Industry	Entry	Level 1	Level 2	Level 3	Level 4	unassigned level	Total	% of all provision
Primary Industries	36	203	271	440	1	3	954	0.5%
Construction	359	2,008	1,459	633	37	2	4,498	2.3%
Manufacturing	2	228	678	894	46		1,848	1.0%
Logistics (incl. postal)	139	977	871	176	0		2,163	1.1%
Retail and wholesale distribution	23	192	123	28	0		366	0.2%
Business, finance and professional services	29	254	1,215	10,134	53		11,685	6.0%
Digital and Creative	152	1,202	2,335	18,459	184	10	22,342	11.5%
Hospitality, tourism and sport	72	1,464	2,552	4,347	45	2	8,482	4.4%
Health and social care and health innovation	188	1,002	2,200	4,205	50	6	7,651	3.9%
Public sector (Education and public admin)	5	264	775	950	12	4	2,010	1.0%
Personal Services	61	606	1,524	564	4	8	2,767	1.4%
Academic	64	1,254	8,726	23,630		4	33,678	17.3%
Science and Mathematics	13	108	6,881	27,225	13		34,240	17.6%
Basic Skills	15,508	18,047	9,784	4,826		11,141	59,306	30.5%
N/A	676	188	269		3	1,265	2,401	1.2%
TOTAL	17,327	27,997	39,663	96,511	448	12,445	194,391	100.0%

- One in three young people took up an E&T course related to basic skills which mainly relates to courses on general employability and life skills, most of which are offered at entry level and level 1.
- Just over one in six course starts were also related to science and Maths (17.%) and academic subjects (17.3%). Most of these starts are at level 2 and 3.
- Starts in digital and creative courses show the largest vocational E&T provision which in itself covers a wide variety of skills that are mostly very sought after in the local labour market.

One in three apprenticeships of 16 to 18 year olds related to Business, financial and professional services

Figure 33: Apprenticeship starts by 16 to 18 year olds by sector, 2014/15

Industry	Intermediate	Advanced	Apprenticeship Trailblazer	Higher	Total	% of all provision
Primary Industries	60	10			70	0.9%
Construction	492	94		3	589	7.3%
Manufacturing	518	550		1	1,069	13.2%
Logistics (incl postal)	471	68			539	6.7%
Retail and wholesale distribution	344	18			362	4.5%
Business, finance and professional services	1,808	569		60	2,437	30.1%
Digital and Creative	43	374	26	25	468	5.8%
Hospitality, tourism and sport	337	183			520	6.4%
Health and social care and health innovation	705	372			1,077	13.3%
Public sector (Education and public admin)	87	32			119	1.5%
Personal Services	614	221			835	10.3%
Science	1	12	0	2	15	0.2%
TOTAL	5,480	2,503	26	91	8,100	100.0%

- Nearly one in three apprenticeships (30%) taken up by young people relate to business, financial and professional services, most of which (74%) are at intermediate levels.
- Just under one in six (13.3%) apprenticeships are in the health and social care sector – with 66% at level 2. And one in ten (10.3%) young people choose an apprenticeship in personal services (including hair and beauty, as well as property services, and cleaning), with again 74% at level 2.

Half of starts by adult learners are in basic skills

Figure 42: Education and Training starts by 19 year olds and over by sector, 2014/15

Industry	Entry	Level 1	Level 2	Level 3	Level 4	Level 5	unassigned level	Total	% of all provision
Primary Industries	77	304	444	124			25	974	0.5%
Construction	45	2,011	2,449	1,375	282		15	6,177	3.4%
Manufacturing		638	2,763	719	235			4,355	2.4%
Logistics (incl postal)	28	1,271	3,331	132				4,762	2.6%
Retail and wholesale distribution	172	1,001	342	4	11			1,530	0.8%
Business, finance and professional services	633	2,679	3,766	1,681	908		34	9,701	5.3%
Digital and Creative	2,993	6,309	2,480	1,058	634		365	13,839	7.6%
Hospitality, tourism and sport	170	1,428	4,464	833	134		210	7,239	4.0%
Health and social care and health innovation	223	3,117	4,909	3,068	483		38	11,838	6.5%
Public sector (Education and public admin)	97	357	1,870	1,760	339	65	45	4,535	2.5%
Personal Services	1	2,565	2,227	1,498	102		27	6,420	3.5%
Academic	609	740	3,146	512	29		357	5,393	3.0%
Science and Mathematics	3	26	4,197	383	185			4,794	2.6%
Basic Skills	36,906	31,241	7,982	40	13		14,180	90,362	49.7%
N/A	534	494	4		48		8,829	9,909	5.4%
TOTAL	42,491	54,181	44,374	13,187	3,403	65	24,125	181,828	100.0%

- Half of learners over 18 years took up an E&T course related to basic skills which mainly relates to courses on general employability and life skills, most of which are offered at entry level and level 1. This is a much higher proportion compared to one in three starts of young learners (16 to 18 years of age).
- Other E&T starts by adult learners tend to be more vocational, with 7.6% of starts related to digital and creative skills and a further 6.5% to health and social care. However, the take-up of BFPS related courses is very similar amongst young and adult learners, with 6% and 5.3% respectively.

Over one in three apprenticeships of 19 year olds and over related to business, financial and professional services

Figure 43: Apprenticeship starts by 19 year olds and over by sector, 2014/15

Industry	Intermediate	Advanced	Apprentice- ship Trailblazer	Higher	Total	% of all provision
Primary Industries	65	43			108	0.5%
Construction	356	177		5	538	2.5%
Manufacturing	995	459		10	1,464	6.9%
Logistics (incl postal)	970	199			1,169	5.5%
Retail and wholesale distribution	352	144		12	508	2.4%
Business, finance and professional services	4,210	2,879		605	7,694	36.4%
Digital and Creative	145	273	19	49	486	2.3%
Hospitality, tourism and sport	1,238	581		7	1,826	8.6%
Health and social care and health innovation	2,318	2,492		546	5,356	25.3%
Public sector (Education and public admin)	285	574			859	4.1%
Personal Services	735	383		4	1,122	5.3%
Science	4	11		6	21	0.1%
TOTAL	11,673	8,215	19	1,244	21,151	100.0%

- Over one in three apprenticeships (36.4%) taken up by adult apprentices related to business, financial and professional services, with over half (55%) at intermediate levels. This reflects very similar trends when compared to apprentices aged 16 to 18, with the exception that a much higher proportion of adult apprentices have taken up a BFPS apprenticeship at advanced levels, with 37% compared to 23%.
- One in four adult apprentices (25.3%) chose a framework related to health and social care, a much higher proportion compared to young apprentices, with just under one in six (13.3%) of such starts.

Impact to date

Although activity is ongoing, we have already seen some significant impact from various programmes:

Children & Young People

- ✓ **£339,000** Careers and Enterprise Company Investment funding for GM schools 2016-2018
- ✓ **3000** young people received Apprenticeship IAG
- ✓ **£1,706,336 -** Total investment for Careers Education, Information, Advice & Guidance across GM
- ✓ Over **6000** young people accessing industry relevant up to date LMI

Adults & Integrated Support

- ★ **1339** disengaged young people supported into work through Youth Contract Extension
- ★ **18,000** residents supported Working Well Pilot & Expansion programmes have
- ★ **£52m** investment secured to commission the Work & Health Programme under Devolution
- ★ **£12m** ESF investment to support **6000** unemployed residents to access skills

Higher Level Skills

- **£2m** secured for delivery of a GM Digital Talent & Skills Programme
- **£4m** ESF investment across GM to support access to higher level skills
- 11 training providers supported to develop and deliver Higher Level Apprenticeship frameworks resulted in **340** HLA starts

Employers

- **5,995** grants paid to employers for taking on apprentices via GM AGE Grant, totalling over **£8m** investment
- **£100k** investment in employer engagement through LEP & Careers and Enterprise initiative
- **£5.8m** ESF investment to support employers with workforce development and up-skilling staff

Our Ambition and Current Actions 2016-19

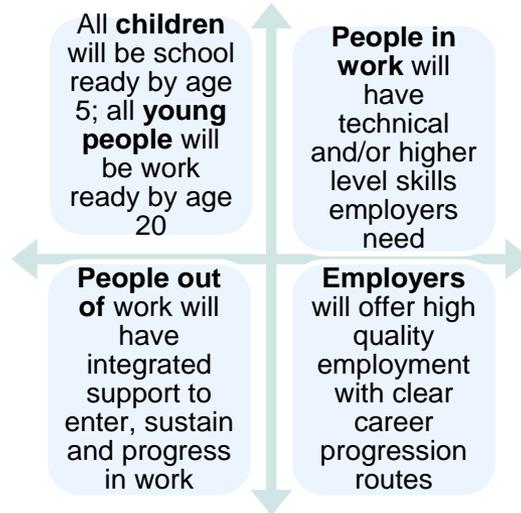

 Develop a Pre and post-16 **maths and English model** for improvement


 Development of **GM Outcomes Framework**, focusing on outcomes rather than outputs


 Pilot a **'routes ready' project across GM** with the Gatsby foundation and GFEs to prepare for Technical Education reforms


Health & Employment Programme Board established to provide governance for GM's Work & Health Programme; coordinated by a joint team of GM HSCP and GMCA officers


 IAPT Talking Therapies Service is a **bespoke mental health support package** exclusive to Working Well clients and delivered by Greater Manchester West NHS trust.




 ESF funded programme of **access to high skills for unemployed residents** who may not otherwise have the opportunity to progress to these levels.

Development of an Institute of Technology


 Supporting delivery of **£12m project - 'GM Higher'** – supporting learners in disadvantaged areas who have ability to progress to University but choose not to


 Continued work with Government about how GM can **support an increase in FE Loan uptake**


 GM Public Sector Approach to Apprenticeships to create a **flexible, mobile apprentice workforce** with improved opportunities for progression and development within the sector


 Development of **GM Employer Engagement Framework**, highlighting 5 key focus areas for immediate action

Opportunities

- Across the GM Education, Skills & Work agenda there are a number of opportunities to focus on specific sectors: BUT firstly it is important to understand and define the sector skills needs: Potentially through the ‘Green Summit’
 - Technical Pathways:

Proposed Technical Routes: links to GM Growth Sectors	
Agriculture, Environmental & Animal Care	Engineering & Manufacturing
Business & Administrative	Health & Science
Catering & Hospitality	Legal, Finance & Accounting
Childcare & Education	Protective Services
Construction	Sales, Marketing & Procurement
Creative & Design	Social Care
Digital	Transport & Logistics

- Adult Education Budget
- Apprenticeships
- Employer Engagement
- Careers advice & guidance
- Green Skills Programme

Future areas of activity for GMCA: linked to GMS & Mayoral Priorities

Children & Young People

- ✓ Continue to grow the Careers & Enterprise network to support 60/70 schools by December 17; including a World of Work campaign
- ✓ Develop a core set of competencies with business that support a curriculum for life and work skills
- ✓ Develop 4/5 clear technical/apprenticeship pathways linked to Sainsbury review and GM growth sectors with GM Colleges & Providers.
- ✓ Develop a career management platform that gives all young people sight & information of all opportunities across GM, raises aspiration and acts as an application tool including apprenticeships

Adults & Integrated Support

- ★ Continue the development of an integrated place based offer of universal work & skills support in partnership with Jobcentre Plus.
- ★ Develop an apprenticeship programme to support Care leavers & LAC.
- ★ Continue to deliver person-centred support through the current Working Well ecosystem and commission the new £50m Working Well (Work & Health programme)
- ★ Devolution of AEB in 19/20 and working towards a **transition year in 18/19** that aligns all post 16 funding and provision.

Higher Level Skills

- Develop an action plan for the £2m secured for delivery of a GM Digital Talent & Skills Programme
- Develop a business case for submission to DfE for a GM Institute of Technology
- Launch £70m Skills Capital Funding
- Ensure ESF programme for higher level skills is utilised in all areas.

Employers

- Work with employers to **connect people to high quality employment** and progression routes including:
- **GM Employment Charter & Framework:** 5 key areas of activity
- **Increasing number & quality of Apprenticeships** and removing barriers to access to apprenticeships by focusing on working with employers to utilise levy spend across GM (both large & SME)
- **Extend the Experience of the world of work** to support all age of residents
- Support in-work progression through **Working Well ecosystem**
- **Implement a Public Sector Apprenticeship Approach**

LOW CARBON HUB BOARD

Date: 03rd October 2017

Subject: ENVIRONMENTAL IMPACT OF INHALERS

Report of: Mark Atherton, Asst Director Environment

PURPOSE OF REPORT

Recent discussions have been held with Glaxo Smithcline Beecham (GSK) on Greater Manchester's carbon footprint and how this could be reduced. This paper outlines a case study, produced by GSK (Annex 01), on the carbon impact of switching from traditional inhalers to dry powder inhalers at a relatively comparable cost.

The purpose of this paper is partly to highlight this case study, but also to reflect upon how public policy and procurement can influence the speed of low carbon innovation more generally.

We are currently only aware of GSK as having such a comprehensive offering of dry powder inhalers in the market. Low Carbon Hub are keen to promote wider production and take up of low carbon technologies and would be pleased if other companies would get in touch if they think they have a role to play in significantly reducing Greater Manchester's carbon footprint.

RECOMMENDATIONS:

The Board is requested to:

- Note the case study (Annex 01).

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TRACKING/PROCESS		
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		NA
AGMA Commission	TfGMC	Scrutiny Pool
03 rd October 2017	NA	NA

GSK – Environmental Impact of Inhalers, Positioning Statement

Healthcare and Inhalers

- Healthcare procurement, as highlighted by the government's Sustainable Development Unit (SDU), offers several significant opportunities for carbon off-set.¹
- Each year around 73 million inhalers are prescribed for people with asthma and chronic obstructive pulmonary disease (COPD) in the UK.²
- Traditional inhalers (pressurised Meter Dose Inhalers – pMDIs) used for the treatment of common conditions such as asthma and COPD contain greenhouse gases (HFAs) that are either discharged into the local environment during use by patients or left unused to be thrown out into the household waste chain.
- The UK remains far more reliant on this traditional inhaler technology than many other EU countries – e.g. UK 70% reliant; Sweden 10%.³
- Other inhalers (Dry Powder Inhalers – DPIs) are available that do not contain greenhouse gases but can deliver equivalent clinical effectiveness.

GSK

- GSK – Ranked 2nd in the Industry Ranking on the Dow Jones Sustainability Index 2017 - is the world's leading producer of inhaler medications and is committed to help deliver undertakings made under the 2008 Climate Change Act.⁴
- By working with key public sector stakeholders and the NHS, GSK believes that a significant carbon off-set can be achieved through a switch to DPI inhalers on a level seen elsewhere in Europe.
- GSK is keen to work with interested parties in relation to purchasing, recycling and training to help make this happen.

Greater Manchester

- If such a switch was made in Greater Manchester, it would achieve an equivalent carbon off-set to LED-lighting Bolton, Bury, Manchester, Salford, Stockport, Tameside, Trafford, and Wigan or planting 3 million trees across the county.⁵

Background

Global warming and climate change are recognised threats to public health. This is particularly true in regards to lung health and a Lancet Report (2015) has called out addressing climate change as the single biggest public health opportunity of our age.⁶

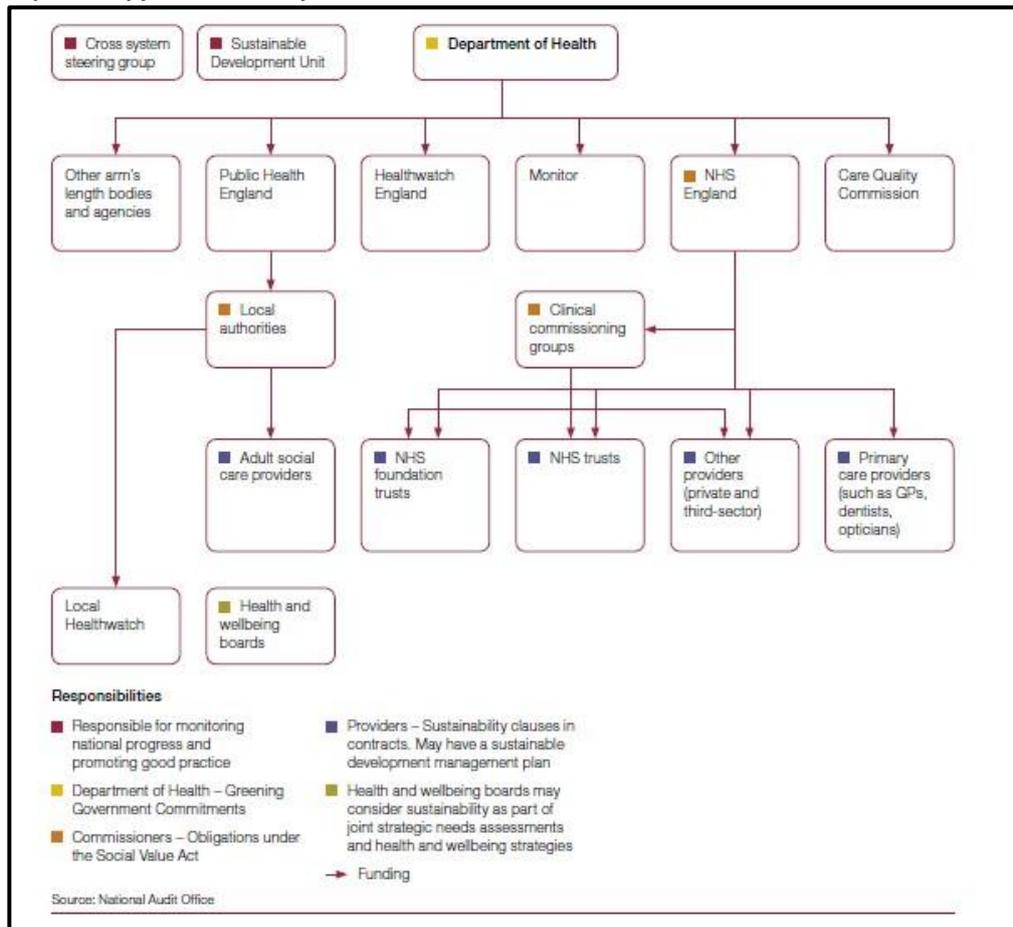
GSK and the NHS, along with all major public and private businesses and organisations in the UK, are bound by the targets set out in the Climate Change Act (2008) and are tasked with reducing their carbon footprint by 80% ahead of the 2050 deadline. A key milestone on this journey is to achieve a 25% reduction in carbon footprint by 2020.⁷

Currently, 61% (15 million tonne CO₂e) of the NHS total carbon footprint (25 million tonne CO₂e) comes from procurement. Of this procurement footprint, 35% (5.2 million tonne CO₂e) comes from medicines; 80% (4.0 million tonne CO₂e) of which is generated by prescriptions issued in primary care.¹ For most medicines, carbon footprint is driven by manufacturing (electricity, buildings, transport etc.) and does not directly impact on the patients and the locality in which the medicine is prescribed.¹

This is not the case for pMDI. These medicines have a significant carbon footprint (800,000 tonne CO₂e in England); most of which is caused by using the inhalers themselves. This is because of the significant global warming potential of the propellant used to discharge the medicine.⁸

Both GSK, and accountable local NHS bodies, have a responsibility to reduce the environmental impact of inhalers and, de facto, their total carbon footprint. Not least because lower carbon alternative inhalers are now available and because the UK retains a historically high (70%) reliance on pMDI inhalers compared to other EU countries such as Sweden where reliance on pMDI inhalers is as low as 10%.³

Figure 1 High Level Responsibility for sustainability in the NHS¹



Sustainability Development Unit (SDU) Guidance

The government agency, SDU, responsible for supporting reductions in NHS carbon emissions has identified 20 medicines that the NHS and its suppliers should focus on to address challenges relating to the environmental impact of prescribing in primary care. 5 of these medicines are inhalers.⁴

Figure 2 Priority list of high greenhouse gas impact pharmaceuticals in the NHS⁹

BNF CHEMICAL NAME	ASSOCIATED BNF SECTION NAME
Adalimumab	Drugs Used In Rheumatic Diseases & Gout
Amoxicillin	Antibacterial Drugs
Atorvastatin	Lipid-Regulating Drugs
Beclometasone Dipropionate	Corticosteroids (Respiratory)
Budesonide	Corticosteroids (Respiratory)
Co-Codamol (Codeine Phos/Paracetamol)	Analgesics
Co-Dydramol (Dihydrocodeine/Paracet)	Analgesics
Enteral Nutrition	Oral Nutrition
Etanercept	Drugs Used In Rheumatic Diseases & Gout
Fluticasone Propionate (Inh)	Corticosteroids (Respiratory)
Gabapentin	Antiepileptics
Ibuprofen	Soft-Tissue Disorders & Topical Pain Rel
Metformin Hydrochloride	Drugs Used In Diabetes
Naproxen	Drugs Used In Rheumatic Diseases & Gout
Paracetamol	Analgesics
Salbutamol	Bronchodilators
Simvastatin	Lipid-Regulating Drugs
Sodium Valproate	Antiepileptics
Sulfasalazine	Chronic Bowel Disorders
Tiotropium	Bronchodilators

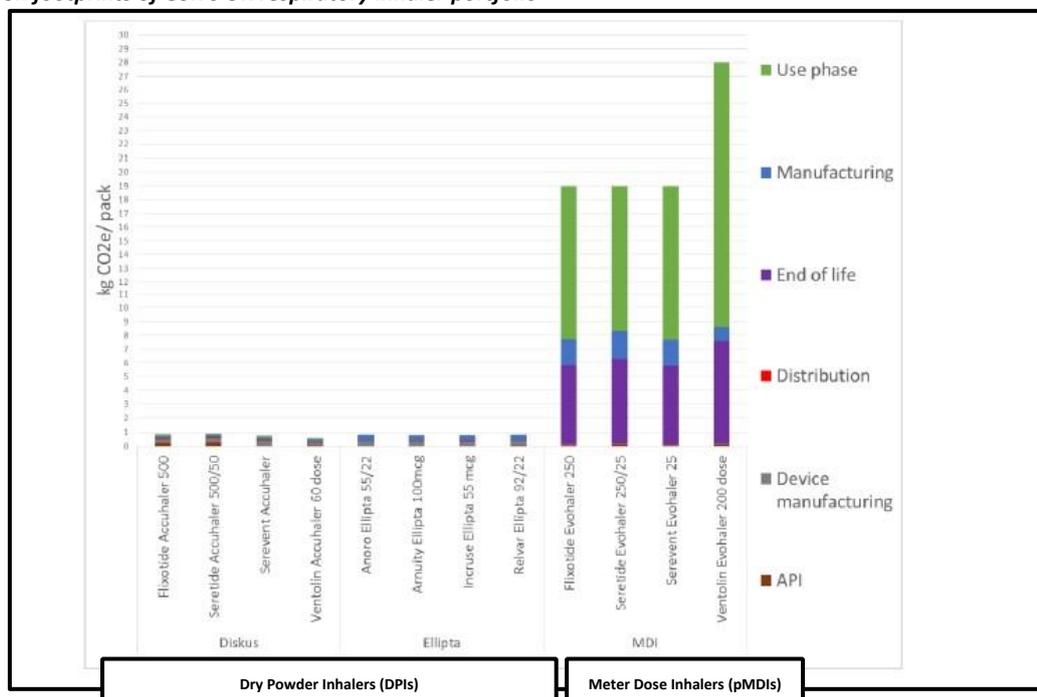
GSK

GSK is the only pharmaceutical company to provide lower carbon alternatives to pMDI inhalers across all classes of inhalers prescribed in the respiratory therapy area in the UK. These lower carbon, DPIs, have a carbon footprint as much as 19 times smaller than pMDIs and, in many cases, are available at either lower acquisition cost, or negotiable rebate prices, than their pMDI equivalents.

In addition, GSK provides an inhaler recycling and recovery scheme, ‘Complete the Cycle’, which to date has collected and recycled over 1 million inhalers, as well as extracting and repurposing any unused propellant collected.¹⁰

NB – In the absence of any other work done by competitor companies, it is fair to assume that the carbon footprints detailed below are representative of ‘typical’ pMDI and DPI inhalers available in the UK today.

Figure 3 The carbon footprints of GSK’s UK respiratory inhaler portfolio¹¹



Opportunity for the NHS

The National Audit Office (2016) estimates that as much as 20% of the additional reduction in CO2e that the NHS needs to deliver to hit the targets set out in the Climate Change Act could be achieved from prescription medicines.¹ A reduction in reliance on pMDI inhalers from current levels of 70% to 25% would save the NHS over 900,000 tonne CO2e.³ Most of this saving would accrue in the locality where a switch from pMDI to DPI inhalers took place. Taking Greater Manchester as an example, a switch from pMDI to DPI inhalers could save

45,000 tonne CO₂e; the carbon savings equivalent of re-lamping with LED and with a central management system Bolton, Bury, Manchester, Salford, Stockport, Tameside, Trafford, and Wigan or planting 3 million trees across Greater Manchester.⁵

Accountability

The SDU has set out how NHS and suppliers should work together to reduce the environmental impact of prescription medicines and reported in 2014 that 36% of CCGs had good sustainability reporting within their annual reports.¹²

However, in the case of pMDI inhalers and their impact on the immediate local environment, there is also clearly a role for local authorities to play in relation to sustainability in health and social care. This is clearly set out in the National Audit Office Report (2016)¹, which shows Local Authorities and CCGs having equal responsibility under the Social Values Act.

State of Play

To date, GSK has taken significant steps to both understand and reduce the carbon footprint of its inhalers. Development work is underway to produce lower carbon propellants for pMDI inhalers, as well as exploratory work to produce non-carbon propellants in the future. Currently, GSK has DPI versions of all the commonly used classes of inhalers in the UK and, therefore, already has the means to support the NHS to achieve the levels of CO₂e reductions set out above.

In terms of reliance on pMDI inhalers, the NHS has retained a high ratio of 70:30 (pMDI:DPI) over the past number of decades but key national bodies, such as the British Thoracic Society (BTS) are now advocating change. In their recent Environmental position statement¹³, BTS noted that:

'Complete elimination of pMDIs may not be possible due to patient preference and the need to generate sufficient inspiratory flow to activate the DPIs. However, BTS encourages all prescribers and patients to consider switching pMDIs to DPIs whenever they are likely to be equally effective. When making a switch, clinicians need to ensure that patients learn and maintain the correct technique. Changing devices can also be used as an opportunity to optimise the patient's therapy, and to simplify their inhaler technique by making all the patient's devices DPIs, which are inhaled in the same way.'¹³

GSK is ready to take up the SDU's call for suppliers to work with the NHS to help reduce the environmental impact of healthcare procurement and, in-line with the BTS statement above, is ready, specifically, to do so in respect to inhaler medications.

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12. NHS Sustainable Development Unit, Identifying High Greenhouse Gas Intensity Prescription Items for NHS in England, Environmental Resources Management, February 2014
13. British Thoracic Society (BTS), The Environment and Lung Health Position Statement, January 2017

LOW CARBON HUB BOARD

Date: **3 OCTOBER 2017**
Subject: **WARM HOMES FUND BID**
Report of: **TINA GANDHI, PRINCIPLE ENVIRONMENTAL POLICY OFFICER**

PURPOSE OF REPORT

This report details an opportunity for GMCA to apply for Cadent (formerly National Grid) Warm Home Funds to install central heating in urban 'off gas' IMD areas (25% worse Index of Multiple Deprivation areas) and also to fuel poor 'Health related' residents (not restricted to worse IMD) where households are prioritised because of particular health concerns, with the aim of improving health outcomes for them.

GMCA have applied for these funds, on behalf of Districts, to assist fuel poor residents in across GM authorities. If successful, this proposal will complement the previously agreed GM Local Energy Advice Programme (LEAP) and be delivered through the existing, OJUE procured, GM GD and ECO Framework.

RECOMMENDATIONS:

It is recommended that the Board:

- Note that GMCA has applied for Cadent Warm Homes Fund in the sum of c.£4m.

CONTACT OFFICERS:

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Tina Gandhi, Principal Environmental Strategy Officer
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BACKGROUND PAPERS:

LEAP Proposal – Previously agreed CA Paper - https://www.greatermanchester-ca.gov.uk/download/meetings/id/2224/13_local_energy_advice_programme

TRACKING/PROCESS		[All sections to be completed]
Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		N/A
AGMA Commission	TfGMC	Scrutiny Pool
3 rd October	N/A	N/A

1. EXECUTIVE SUMMARY

- 1.1 11% of residents in GM are fuel poor and over 37% of carbon emissions come from energy inefficient homes in GM. It is proposed that GMCA supports an application to Cadent (formerly known as National Grid) for funds to assist fuel poor residents in 'off-gas' areas in GM. From a recent study, conducted by the Energy Systems Catapult, we know that 3,316 postcodes in GM have never had a gas connection and can be considered 'off grid', this is around 5% of the postcodes in GM, equivalent to 35,000 domestic properties or 3% of homes in GM. The data also shows that around one third of these are in fuel poor areas.
- 1.2 Cadent announced their new 'Warm Homes' fund in July 2017 and approached GMCA to apply for these funds. The deadline to submit applications is 8th September 2017, with winning bids announced in October 2017. GMCA are working with Agility ECO (part of the OJUE procured GM GD and ECO Framework as a subcontractor) who are delivering Greater Manchester's recently approved LEAP (Local Energy Advice Programme) to prepare a bid. If successful, the bid to Cadent will enhance GM's current LEAP offer. LEAP and agility ECO will provide much of the required staff resources needed to deliver the project.

2. WARM HOMES FUND

- 2.1. National Grid and CiC Affordable Warmth Solutions (AWS) have announced a new £150 million Warm Homes Fund to help make households in Great Britain warmer, healthier and cheaper to heat. The Warm Homes Fund (WHF) will provide capital funding for the installation of affordable heating solutions in fuel poor households who do not use mains gas as their primary heating fuel. It has been established by National Grid to help supplement traditional funding streams and is open to bids from Local Authorities (LA's).
- 2.2. The WHF is a £150million fund administered by AWS across England, Scotland and Wales. The WHF will be run over three annual bidding rounds, with applications invited from local authorities. GM are submitting a bid for the first round in September 2017. It is envisaged that this fund will be used to supplement existing local initiatives and other funds available to demonstrate additionality. In the case of GM, if we are successful we will use the funds alongside our LEAP, Local Energy Advice Programme (which has been piloted in Tameside and will be rolled out across GM this year) as well as individual LA fuel poverty schemes e.g. Wigan's AWARM, Bolton's Safe, Warm and Dry and Oldham's Warm Homes Oldham.
- 2.3. The fund is split into three categories (Urban, Rural and Health), it is intended that GM will apply under Categories 1 (Urban) and 3 (Health):
 - Category 1 - Urban homes and communities –this will involve new gas heating systems which provide space heating and domestic hot water. It could also include heat network solutions. Under this Category, new gas connections will continue to be undertaken by Gas Distribution Networks¹ (GDN's) and funded through the Fuel Poor Network

Extension Scheme (FPNES). The WHF is therefore targeting the 'in-house' systems.

- Category 3 - Specific energy efficient/health related solutions – this may involve national or regional programmes which bring together relevant organisations and charities to promote energy efficiency and/or health related programmes in relation to fuel poverty.

We currently believe that there is little scope for utilising funds under the 'Rural' Category 2. The bid is still 'work in progress' - please see Annex 1 for more details.

3. TARGETING AND RESOURCES

- 3.1. A detailed map of Great Britain showing the distribution of properties without a gas grid connection across local authorities and lower-level super output areas (LSOA's) has been provided by Cadent at <https://www.nongasmap.org.uk/> Information can be obtained by postcode for registered users. This map, as well as local data will be used to locate and target potential off gas areas for a programme. GMCA has started engaging with GM LAs to identify potential suitable local areas to target. We are liaising with the recently appointed Health and Housing Manager in the Greater Manchester Health & Social Care Partnership in relation to the Category 3 Health bid.
- 3.2. A maximum of 10% of funds applied for can be used to pay for administration, project management and marketing. It is proposed that half of these funds will be provided to AgilityEco to administrate the scheme on behalf of the CA. The remainder of these funds may be used to finance a proportion of GM/LA staff time to coordinate and support delivery of this project. We are still exploring the scope of the bid, however we anticipate that bids in the total region of approx. £4M could be submitted, subject to approval. Of the £4m, £3.6m would be capital for measures and £400K would be revenue. Although we can use the GD and ECO Framework to work with AgilityEco, they have requested a direct relationship with the CA. We are currently exploring procurement rules regarding consortia bids for funding.
- 3.3. Match funding is not required, however to demonstrate value for money, it is encouraged that bids display 'in kind' resources being attracted from elsewhere. We are planning for this project to work with existing GM procured programmes (i.e. GD and ECO Framework) and we will be citing LEAP services in the application. LEAP is delivered by Agility ECO via the OJUE procured GM GD and ECO Framework. Agility ECO have confirmed that they have support from ECO providers to support this bid, utility companies have confirmed they will provide ECO funds to a successful GM bid.

4. TIMESCALES

- 4.1 The timetable for the 2017 bid application process is set out below:

- Bid submission window: 7th August 2017 – 8th September 2017
- Bid Closure: Noon on 8th September 2017
- Bid Announcement (Successful & Unsuccessful Bids): October 2017

5. NEXT STEPS

The proposed next steps are:

- Await outcome of the bid

6. RECOMMENDATIONS

It is recommended that the Board:

- Note that GMCA has applied for Cadent Warm Homes Fund in the sum of c.£4m.

ANNEX 1 – Bid Criteria

The below summarises the criteria for the Cadent funding opportunity:

1.1 Eligible Properties

Bids in categories 1 and 2 will be allowed to fund measures in properties that:

- Are non-gas – those properties that do not currently use mains gas as the primary heating source via a central heating system and/or a household living in premises which are not connected by a pipe to a distribution main of a gas transporter within the meaning of the Gas Act 1986.
- Do not have a central heating system currently installed. A central heating system is defined as a heat generator providing heat to several rooms via a heat distribution system.
- They are within the 25% most deprived areas in the UK measured by the Government's Index of Multiple Deprivation (IMD). The IMD is defined separately for England, Scotland and Wales.
- Eligible for support under Home Heating Cost Reduction Obligation (HHCRO) in England, Scotland or Wales, Nest in Wales or the Home Energy Efficiency Programmes in Scotland
- In fuel poverty based on the latest government definition or indicator. This is currently defined in England as the Low Income High Cost Indicator where a household is considered to be fuel poor if its income is below the poverty line (taking into account energy costs) and its energy costs are higher than is typical for its household type.

1.2 Eligible Measures

Bids will need to demonstrate that they are only requesting funding associated with the installation costs of eligible measures. The installed heating system must supply space heating and domestic hot water. The repair or replacement of existing central heating systems or the replacement of existing boilers is not eligible under the WHF. Within reason, costs associated with installing eligible measures (including targeting costs, surveys, EPC assessments etc.) may be included in the funding bid but bidders should be clear in the application which additional elements are included in the proposed budget. Since the WHF is primarily targeted at delivering measures to fuel poor households, AWS will seek to limit marketing and administration costs for categories 1 and 2 to a maximum of 10% of the bid value.

In line with the application form the following measures are deemed to be eligible under the WHF, however there is an opportunity in the application form to propose other innovative technologies.

- Condensing gas boiler
- Condensing oil boiler
- Condensing LPG boiler
- Air Source Heat Pump*
- Ground Source Heat Pump*
- Biomass boiler*
- Heat networks
- Energy Efficiency Measures

*Any product from Ofgem's Domestic RHI product eligibility list:

<https://www.ofgem.gov.uk/publications-and-updates/domestic-renewable-heat-incentive-product-eligibility-list-pel>

Bidders are encouraged to seek additional funding through existing funding sources, e.g. Energy Company Obligation (ECO), Renewable Heat Incentive (RHI), Fuel Poor

Network Extension Scheme (FPNES). We anticipate funding for loft and cavity wall insulation will be sourced from other industry schemes. Where there may be a shortfall in this funding, bidders can apply to the WHF for 'gap funding'. These costs should be identified within any bid.

Proposals will be judged on the following:

- The number of fuel poor households supported
- Strategic fit of the project with the respective fuel poverty strategies of England, Scotland and Wales
- Value for money, including the ability to leverage in funding whilst ensuring additionality
- The benefit created by the intervention (increases in energy efficiency, estimated bill savings)
- Strength of delivery plans, project management and assurance of delivery
- Sustainability – the ongoing support and legacy left by the scheme

FOR INFORMATION

Please see pages 34-27, this was approved by the GMCA in July 2017



Date: 28th July 2017
Subject: Greater Manchester Strategy: refresh
Report of: Andy Burnham, Mayor of Greater Manchester

1 PURPOSE OF REPORT

This report provides the refreshed Greater Manchester Strategy (GMS) for approval and sets out next steps to develop a public-facing version of the GMS and an Implementation Plan.

2 RECOMMENDATIONS

Leaders are asked to:

- Approve the revised Greater Manchester Strategy.
- Agree that additional public facing material on the GMS should be developed and that the strategy should be formally launched in early-Autumn.
- Note that the GMS Implementation Plan is also under development, linked to portfolio priority actions, and agree that this should be brought to the GMCA meeting in September.

3 CONTACT OFFICERS

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1. BACKGROUND

- 1.1. It was agreed at the June 2016 GMCA meeting to refresh the Greater Manchester Strategy to reassess the issues and opportunities that the strategy needs to address and re-examine the interventions required to drive growth and reform across the conurbation.
- 1.2. A draft strategy was produced in February 2017 which built on GM's priorities around 'Growth and Reform' and 'People and Place' and reflected the things that, through the public conversation, our residents, businesses and partners told us were important to them. At the February GMCA meeting it was agreed that the development of the GMS be deferred until after the May 2017 Election to allow the GM Mayor to contribute to its development.
- 1.3. Following the election of the Mayor, the GMS refresh process was restarted and an updated strategy has been developed which takes account of:
 - the extensive consultation that informed the draft produced in February;
 - comments from the LEP that the GMS needs to be more specific and be backed up by clear, deliverable actions while still being broad enough to enable changing opportunities to be captured;
 - Mayoral manifesto commitments;
 - comments received from the GM Centre for Voluntary Organisation (GMCVO);
 - the new portfolio responsibilities for Leaders and Chief Executives and the commitment to identify clear deliverables for 2017/18 (and beyond);
 - the findings of the deep dive research;
 - the need to provide a clear GM economic vision and strategy to set the context for the next GM Spatial Framework draft and consultation;
 - the need to provide a foundation for a GM local industrial strategy; and
 - the need to maintain a high level strategy that balances economic and social policy goals, focused around the delivering the outcomes in the GM Outcomes Framework and "living well in GM".

2. REVISED DRAFT OUTLINE

- 2.1. The revised working draft keeps the two themes of people and place running through the strategy as was set out in the February 2017 draft, but it is structured under 10 priorities which align with the GM Outcomes Framework and "living well in GM" work which has been developed in recent months. This allows us to more clearly respond to issues that cut across multiple policy and organisational boundaries.
- 2.2. Under each priority a high level statement of the issues, objectives and areas for action is provided, as well as identifying the relevant GM portfolios, strategies, desired outcomes and indicators of success. Cross cutting issues (for example digital and town centres) appear in various places where relevant to that priority.
- 2.3. A final draft of the refreshed GMS is provided for approval. This has been updated to reflect comments from LEP members received at the LEP Board meeting on 17th July 2017. Subject to any amends requested by Leaders, the strategy, including additional 'public facing' material to communicate the strategy will be prepared for publication and formally launched at a public event in early-Autumn.

3. GMS IMPLEMENTATION PLAN

- 3.1. In parallel to the development of the GMS document, work is also underway to develop a first draft of the Implementation Plan. This will build on the work that has been

undertaken by Portfolio leads in recent weeks to set out their priorities for the next 12-24 months. The Implementation Plan will define the deliverables that will be achieved over the coming months and years and – given that GMS is currently a relatively high level strategy – will be crucial in setting out the specific actions we are taking to deliver our objectives. We anticipate that the Implementation Plan will be reviewed and updated on a 6 monthly basis.

- 3.2. The scope of the refreshed GMS covers a wider range of policy areas than is under the remits of the LEP, the GMCA or GM districts and therefore the Implementation Plan will also cover activities of partner organisations and could include specific commitments from districts and partner organisations around implementation. Going forward, the Implementation Plan will be a central tool in monitoring progress and assessing progress against our ambitions. A first full draft of the Implementation Plan will be brought back to the GMCA meeting in September.

4. RECOMMENDATIONS

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

**Our people; our place:
the Greater Manchester Strategy**

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

A place where all children are given the best start in life and young people grow up inspired to exceed expectations.

A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you’ll get it.

A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

A place where people live healthy lives and older people are valued.

A place where all voices are heard and where, working together, we can shape our future.”

1 Introduction

- 1.1 This new strategy for Greater Manchester sets out our collective ambition to make Greater Manchester one of the best places in the world. It is a strategy for everyone in Greater Manchester – residents, the voluntary, community and social enterprise sector, businesses, and civic leaders. But the vision it sets out will only be achieved through new approaches which are shaped and driven by our communities themselves. By harnessing the strengths of Greater Manchester's people and places we can create a more inclusive and productive city region where everyone, and every place, can succeed.
- 1.2 This is the third Greater Manchester Strategy and it builds on the substantial progress we have made since the first was published in 2009 and the most recent refresh in 2013. Our previous strategies have delivered a strong drive for economic growth. This strategy builds on that experience and increases our focus on ensuring that the people of Greater Manchester can all benefit from economic growth and the opportunities it brings throughout their lives. It has been updated to ensure that the course we are steering is the right one, based around the key elements of living well in Greater Manchester (Figure 1).
- 1.3 Through digital and face-to-face engagement over the past 12 months, we have gathered a rich understanding of the ambitions our residents and businesses have for our city region and the actions we can individually, and collectively, take to achieve them. This engagement included our innovative 'big conversation' on social media and the Mayor's extensive engagement when he was drawing up his manifesto.
- 1.4 People told us that they are proud to live and work in Greater Manchester. Their efforts have been behind the economic, environmental, social and physical transformation seen in the city region over the past three decades. The incredible spirit of the people of Greater Manchester is known around the world and it is the key strength from which this strategy draws its inspiration. But we are well aware that much more needs to be done if we are to realise the full potential of Greater Manchester and all its people and communities. It is still the case that too many of our residents are left behind. Our strategy aims to tackle the underlying barriers to participation and productivity – around public services, education and skills, and infrastructure – engaging communities so that their ideas, energy and determination break down those barriers. Only then will everyone realise their potential and all parts of Greater Manchester become thriving places.
- 1.5 The decision to leave the European Union creates significant challenges and threats for Greater Manchester. Anticipating and mitigating these will be critical, while also ensuring we are prepared for new opportunities as they arise. For Greater Manchester, and the UK as a whole, the focus needs to be on raising growth and productivity, whilst improving social and economic inclusion. These are problems which have remained intractable for decades but now is the time to tackle them. A central reason why the UK's economy punches below its weight, and does not currently work for all people and places, is because the national approach to growth has not been place-focused. The Government's emerging modern Industrial Strategy needs to respond to these

challenges and provide the opportunity for a place-led, devolutionary approach to driving local economic growth.

1.6 This Greater Manchester Strategy provides the framework for our local Industrial Strategy. It sets out how we will build on our core strengths, including:

- our concentration of science, research and innovation assets. Our universities give us the largest concentration of excellence in health research nationally outside South East England and, in advanced materials, a unique opportunity to develop 'Graphene City', bringing together world-leading science with business to create jobs and growth.
- our globally-competitive manufacturing sector, with niche strengths in advanced materials; textiles; chemicals; and food & drink. Greater Manchester's small-medium sized manufacturers also play critical roles in national and global supply chains.
- our vibrant digital sector, which through assets such as MediaCityUK, the Farr Institute, CityVerve, Jodrell Bank, Hartree Centre, and the associated tech cluster, make Greater Manchester the UK's second digital hub.
- our cultural and sporting economy, underpinned by national assets such as theatre at the Lowry and The Royal Exchange, galleries at Manchester Art Gallery and the Whitworth, our world renowned music scene, new, original works at the Manchester International Festival and Factory, the Halle orchestra, globally leading football and rugby league clubs, and world-class sporting facilities for cycling, cricket, and swimming.
- our well-developed local and strategic transport networks, The region has excellent air, road, rail and water connectivity, with Metrolink being the UK's most successful light rail network. Manchester Airport now serves over 200 destinations, more than any other UK airport.
- our dynamic regional centre, which has fuelled jobs growth in public and private sector service industries in recent years, and our town and district centres which are increasingly important for jobs and homes across the conurbation.
- our highly trained workforce which includes one of the largest graduate pools in Europe, a strong concentration of STEM graduates and postgraduates, and a long and successful history of entrepreneurship and enterprise.

1.7 The Strategy also responds to the significant challenges that remain, with some GM neighbourhoods not having shared in the benefits that economic growth brings. The deprivation that results damages the life chances of current and future generations and acts as a drag on the economic potential of the city region as a whole. That is why an approach which focuses on our people and places, based on a deep understanding of the local economy and communities, is so important. This strategy puts people at the heart of everything that Greater Manchester does and sets out our new people-centred GM-model for all our public services.

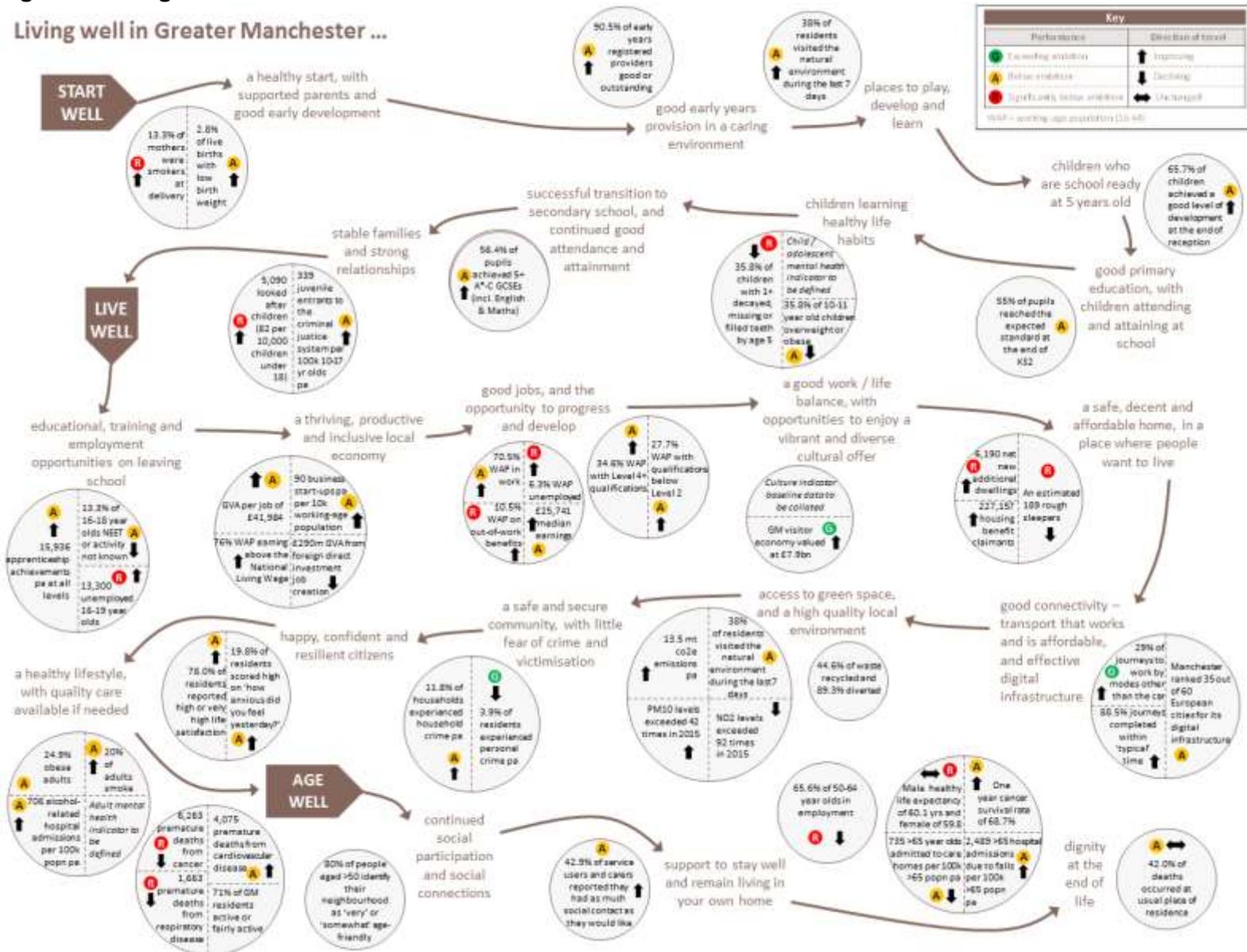
1.8 Greater Manchester has always been a pioneer – as the first modern metropolis we powered the industrial revolution; the co-operative movement has spread around the world; and the Manchester-led campaign to repeal the corn laws ushered in the start of

the modern global economy. The devolution journey we are on is our next pioneering moment in history. This document charts a new course for the next phase of devolution.

- 1.9** We will engage our communities in finding new approaches to achieve our goals, seeking out new voices so anyone with a stake in our city can help shape its future. We will take a confident approach to designing all services the way that we know works: around the person. We will strengthen existing, and create new, partnerships, working not just as partners within Greater Manchester but across the North and with other leading cities in the UK and internationally. We will clearly set out what we are going to deliver and be held to account for our performance. And we will continue to press for further devolution so that we have more control to deliver our ambitions for our people and our place.

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Figure 1: Living well in Greater Manchester



2 People and place: Greater Manchester's vision and approach

The Greater Manchester vision

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

A place where all children are given the best start in life and young people grow up inspired to exceed expectations.

A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you’ll get it.

A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

A place where people live healthy lives and older people are valued.

A place where all voices are heard and where, working together, we can shape our future.”

2.2 Our strategy for achieving this vision is structured around 10 priorities, reflecting the life journey:

- Priority 1: Children starting school ready to learn
- Priority 2: Young people equipped for life
- Priority 3: Good jobs, with opportunities for people to progress and develop
- Priority 4: A thriving and productive economy in all parts of Greater Manchester
- Priority 5: World class connectivity that keeps Greater Manchester moving
- Priority 6: Safe, decent and affordable housing
- Priority 7: A green city region and a high quality culture and leisure offer for all
- Priority 8: Safe and strong communities
- Priority 9: Healthy lives, with quality care available for those that need it
- Priority 10: An age-friendly city region

2.3 We do things differently in Greater Manchester and through more than thirty years of cooperation and partnership working between the public, private and voluntary, community and social enterprise sectors we have developed a unique approach to identifying, and tackling, the issues that matter to our people and our businesses. But we know we need to go further if we are going to deliver the transformational change we want to achieve. There are five key enablers that underpin the Greater Manchester approach:

Enabler 1: Communities in control

- 2.4** We know that we will only be able to mobilise the resources we need to fully realise our ambition if our communities are drawn together to deliver our objectives. That means everyone with a stake in our city region – including residents, business, the voluntary, community and social enterprise (VCSE) sector, as well as civic leaders – pulling together. Our districts are already taking this approach, including the pioneering Wigan Deal and the Our Manchester strategy and we are collaborating to develop new strategies on Digital, working with the industry, and on homelessness, co-designing our response with the VCSE sector. We continue to work through our strong partnerships to ensure that public, private and VCSE resources are best aligned to help deliver our strategy for the benefit of all in Greater Manchester.
- 2.5** We will also take a proactive approach to creating new partnerships and encouraging more of the diverse voices across Greater Manchester to have an active role in shaping and challenging policy. We have already put in place a Memorandum of Understanding between GM Health and Social Care Partnership and GM voluntary, community and social enterprise (VCSE) organisations which transforms the relationship of the local VCSE sector with health and social care devolution; we will now look to extend this into a new relationship with the VCSE sector across a broad range of activities.

Enabler 2: People at the heart of everything we do

- 2.6** Everything we do needs to respond to and benefit the people of Greater Manchester. All our investments – including in infrastructure, skills, health, business support, planning, housing and wider public services – all need to have people, and the impacts on people and communities, at their heart.
- 2.7** In recent years, Greater Manchester has pioneered an approach to public services that breaks down policy, organisational and spatial boundaries. This has shown us what works and we will build on our successes to drive a new GM-model for all our public services. This will be centred on the person, designed and delivered with the community and integrated across organisations and geographies – breaking down silos. We will take a strengths-based approach, recognising that our people are our biggest asset. We will invest ever more in early intervention and prevention, so that we deliver sustained improvement in outcomes and spend less on dealing with the costs of failure. We will reconfigure specialist services to drive consistency of standards and outcomes across Greater Manchester, as well as creating stronger standards and shared services to drive improvements and value for money. In commissioning and procurement, we will consistently expect additional social value to be delivered.
- 2.8** We will make full use of the opportunities that digitally enabled approaches can bring to improving public service delivery: tackling issues sooner and better together, speeding up responses and joining up support around individuals, as well as giving people access to the information relating to them so they can help us to help them.
- 2.9** The Greater Manchester ‘person centred’ approach to public services will be underpinned by a new single set of Greater Manchester outcomes which will inform the decisions all Greater Manchester partners take on investment and service commissioning. The Greater Manchester Outcomes Framework is shown in Figure 2.

2.10 Our partnerships and the powers offered through devolution give us a unique chance to do this and, to achieve the outcomes for our population and the sustainability of public finances, we need to make a success of it.

Enabler 3: An integrated approach to place-shaping

2.11 We will take an integrated approach to investing in all places in Greater Manchester so that they are an attractive environment in which to live, work, visit and invest. This means creating additional jobs in all parts of the Greater Manchester and it means providing good quality affordable homes in safe and attractive neighbourhoods, well served by public transport, so that the people that live in them are connected to the jobs and opportunities that the growth of Greater Manchester will bring, and with access to excellent local amenities, green spaces and a high quality cultural and leisure offer.

Enabler 4: Leadership and accountability

2.12 Greater Manchester's Mayoral Combined Authority working seamlessly with the Local Enterprise Partnership will ensure that the voice of residents and business is at the heart of our decision making. This provides the leadership and accountability needed to deliver on the ambition set out in this strategy.

2.13 Alongside the clear accountability and leadership brought by the election of a Mayor for Greater Manchester, to further strengthen this and delivery of the strategy, we have created a new set of Portfolio Lead responsibilities, each led by a Combined Authority leader supported by a district Chief Executive. These Portfolio Leads will own and lead the development of our response to the strategic priorities that fall within their remit. An Implementation Plan accompanies this strategy and sets out the work programmes of each leader. The Implementation Plan will be made public and regularly updated.

Enabler 5: Taking control of our future

2.14 Devolution is critical to the success of this strategy. It is only by Government devolving powers and resources that we will be able to properly join up services and implement the distinctive GM person-centred approach to drive productivity and realise the potential of everyone across the city region.

2.15 The devolution deals we have signed with Government mean that we now have much greater control of our own future and have more say over the decisions that can improve the lives of all our residents. The region's new powers include:

- control over long-term health and social care spending, a budget of around £6 billion in 2016/17;
- more control of local transport, with a long-term government budget to help us plan a more modern, better-connected network;
- new planning powers to encourage regeneration and development;
- a new £300m fund for housing: enough for at least 10,000 new homes over ten years;
- extra funding to support up to 50,000 people back into work;
- incentives to skills-providers to develop more work-related training;

- extra budget to support and develop local businesses;
- the role of the Police and Crime Commissioner and responsibility for the fire service being merged with the elected mayor;
- control of investment through a new 'earn back' funding arrangement which gives us extra money for the region's infrastructure if we reach certain levels of economic growth, as part of a single pot for investment in economic growth projects; and
- a new reform investment fund to allow us to invest in better services for our residents.

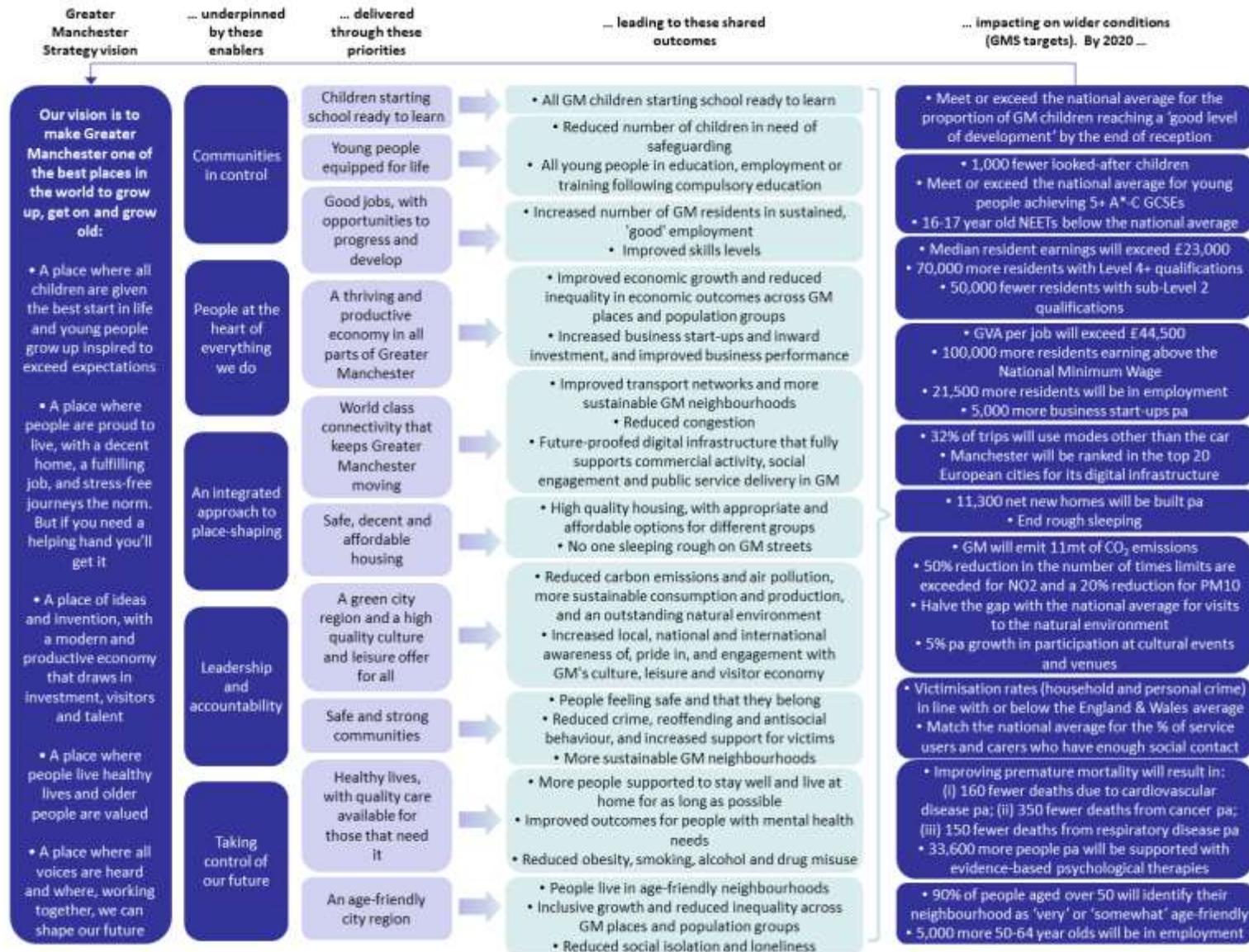
2.16 However, there are still significant areas of policy and spending where there is no devolution to Greater Manchester which restricts our ability to integrate, invest and reform to deliver our ambition. And the current devolution settlement still falls a long way short of giving us the influence or control over all public spending in Greater Manchester that we need to truly drive productivity growth and address social and economic inequalities. A significant acceleration and deepening of the devolution process is required.

2.17 Crucially, we need to ensure that our long-term planning for development, housing and service reform can be backed up by long-term funding models that provide the confidence and motivation for public and private investment in Greater Manchester. This must go beyond the limited fiscal devolution seen with Business Rates and Council Tax so far. With our strengthened governance and the Mayor now in post, we are ready for further devolution to support the long term delivery of Greater Manchester's vision.

The Greater Manchester Strategy

2.18 In the following pages we provide a high level statement of the issues, objectives and priorities for action for each priority area and identify relevant Greater Manchester portfolios, strategies, outcomes and indicators which will enable the effective delivery of the priority. This strategy is supported by an implementation plan setting out the specific things we will do in the coming months and years to support delivery of the outcomes that we have identified.

Figure 2: People and Place: the Greater Manchester Outcomes Framework



3 Priority 1: Children starting school ready to learn

- **A healthy start, with supported parents and good early development**
- **Stable families and strong relationships**
- **Good early years provision in a caring environment**
- **Places to play, develop and learn**

<p>Outcomes:</p> <ul style="list-style-type: none"> ○ All children starting school ready to learn
<p>Targets:</p> <ul style="list-style-type: none"> ○ 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 ○ 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 ○ By 2020, all early years settings will be 'good' or 'outstanding', an increase from 90% in 2016
<p>GMCA Portfolios:</p> <ul style="list-style-type: none"> ○ Young People & Social Cohesion ○ Health & Social Care ○ Skills, Employment and Apprenticeships ○ Digital City Region
<p>GM Strategies:</p> <ul style="list-style-type: none"> ○ GM Population Health Plan ○ Start Well Early Years Strategy ○ Taking Charge ○ Digital Strategy

3.1 Children starting school ready to learn is fundamental to supporting good outcomes later in life. The MIER¹ highlighted early years performance as key to closing Greater Manchester's skills and productivity gap and many health and social issues can be traced back to what happens in a child's first years.

3.2 It remains a significant challenge for Greater Manchester that, despite our efforts, a third of our children entering primary education are not 'school ready'. Whilst our performance has improved over recent years, the almost four percentage point gap in early years outcomes with the national average has not been eliminated and performance across Greater Manchester continues to vary considerably, being highly correlated with deprivation. Our consultation reinforced this with respondents telling us "*we need equal life chances and better services for children and young people whose families are disadvantaged*".

3.3 We will only achieve our vision if we radically improve the outcomes for our youngest children. This is the responsibility of all of us – parents; teachers; mid-wives, GPs and hospital doctors, health visitors, councils, health-care organisations, voluntary and community groups, politicians and officials – and our approach has to be shaped by all of us too. Getting all our children school ready is the pre-eminent priority of this strategy. We will collectively commit to this priority with all the relevant public bodies in Greater Manchester and encourage the voluntary, community and social enterprise (VCSE) sector and private sector bodies in Greater Manchester to join us in this pledge.

¹ Manchester Independent Economic Review (2009), available here: <http://manchester-review.co.uk/>

A healthy start, with supported parents and good early development

- 3.4** Greater Manchester developed an Early Years Delivery Model in 2012 for integrated early years services. The model comprised of an 8-stage assessment pathway, a range of multiagency support pathways, and a suite of highly evidenced tools and targeted interventions. However, while implementation is taking place and outcomes are improving, it has progressed at different rates in different parts of the conurbation. Overall, relative performance against the national average has remained largely static and a long way from our ultimate aim. And provision is under threat from continued pressures on early years budgets, particularly non-statutory provision, frustrating the opportunity for earlier intervention. We therefore need a forward investment plan which focuses on implementing the key elements of the early years model across Greater Manchester.
- 3.5** We need a genuinely integrated early help offer in our communities incorporating maternity, health visiting, antenatal and parenting support services, all working to identify issues early and respond to those needing support. To ensure we can meet our ambitions, we need to continue to drive quality improvement across maternity services, make the most effective use of our health visiting resources in communities and ensure effective take-up, targeting and retention in antenatal and parenting support across Greater Manchester.

Stable families and strong relationships

- 3.6** Fundamental to achieving the best start in life is family and the supporting relationships around the family. We need a system of early years provision that includes the best universal services supporting families and identifying the right early support and targeted specialist provision for those children and families that need it in the right way at the right time. This support does not need to be a service led solution. Rather the role of voluntary and community groups, as well as informal networks, will be crucial in providing the local infrastructure to support parents and families and public bodies will work to encourage this.

Good early years provision in a caring environment

- 3.7** The GM Start Well Early Years Strategy sets out the activities and support required to create an integrated approach to early years provision across health (including maternity and health visiting), local authority (including early help and children's services), education (including schools and early years settings) and, crucially, communities and parents. This will require investment in workforce development, our information systems and targeted early intervention provision to support parents and early years professionals to ensure the best start in life for all children.
- 3.8** We will ensure that the skills and employment support provided across Greater Manchester will help parents into work to reduce the number of children growing up in workless households and in poverty, along with ensuring we have the right quality and offer of childcare support to enable parents to work. This will include exploring the potential of further devolution of funding and responsibility to ensure public provision delivers the most effective solutions for people in Greater Manchester.

- 3.9** We will also innovate to ensure we make the most of the opportunities to integrate our early years services and workforces, developing digital solutions to integrate information and decision-making to provide the right support to families at the right time.

Places to play, develop and learn

- 3.10** To deliver the best start in life for our children our provision for children in all places across Greater Manchester needs to be the best it can be. We need to improve standards in our early years settings so every child in Greater Manchester can attend a Good or Outstanding early years setting. We need our children to have great places to play and enjoy. We will therefore ensure the Greater Manchester Spatial Framework promotes access to good quality community green spaces for children to play and ensure we have accessible green space right across the region. And to support the health of all our children we will ensure physical activity is embedded within early years settings and promoted within families. We will also develop specific measures which focus on reducing emissions around schools and early years sites and assist young people in understanding how they can minimise their exposure.

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4 Priority 2: Young people equipped for life

- **Good primary education and a successful transition to secondary school, with children attending and attaining throughout**
- **A successful transition out of secondary school, equipped for work and life-long learning**
- **Specialist support for those that need it**

Outcomes:

- Reduction in number of children in need of safeguarding
- All young people in education, employment or training following compulsory education
- Improved skills levels

Targets:

- By 2020, there will be 1,000 fewer looked after children in GM, a reduction of more than 20% on 2016 levels
- By 2020, we will meet or exceed the national average for the number of young people achieving the equivalent of 5+ A*-C GCSEs (including English and Maths), with all districts demonstrating significant progress in closing the attainment gap across their schools
- By 2020, the number of 16-17 year olds who are NEET (not in education, employment or training) will be below the national average in all GM districts, as will the number whose activity is not known to the local authority
- By 2020, the number of unemployed 16-19 year olds will have fallen from 13,300 in 2016 to 12,000, a reduction of 10% over the period

GMCA Portfolios:

- Young People & Social Cohesion
- Skills, Employment and Apprenticeships
- Safer & Stronger Communities
- Health & Social Care
- Digital City Region

GM Strategies:

- Review of services for Children
- Work & Skills Strategy
- Taking Charge
- GM Population Health Plan
- GM Moving
- Digital Strategy

4.1 If Greater Manchester is to thrive it needs to be a great place to grow-up and learn, where we invest in our young people so they are instilled with the skills, aspirations and drive needed to succeed and exceed expectations in all aspects of their lives.

4.2 Most young people grow up well in Greater Manchester, but it is still the case that over two-fifths (44%) of all young people leave school without the equivalent of five GCSEs including English and Maths, a key indicator of future success. By age 16, over one-in-ten (13%) of our young residents are not in any form of formal education, employment or training and are at an increased risk of unemployment and low earnings for the rest of their lives.

Good primary education and a successful transition to secondary school, with children attending and attaining throughout

4.3 Schools have a natural role as anchors of communities and promoters of social mobility. We will work with schools and young people across Greater Manchester so that they can develop a “Curriculum for Life” to support them in ensuring all our children develop the life skills they will need for the future as well as the academic and technical qualifications to succeed. We will support them to drive up levels of achievement and close the gaps in performance seen across the city region, particularly on the crucial measure of 5 or more GCSEs including English and Maths.

- 4.4 We will continue to work to achieve at least 90% school attendance, in line with national standards. This includes working across partners including schools, local authorities, Youth Offending Services and Police to support children and families tackle the causes of poor attendance both within and outside the school environment.
- 4.5 We will continue to work with Government to ensure fair and sustainable funding for Greater Manchester's schools – both for existing schools and for the capacity we will need in the future. We will also explore ways to drive a Greater Manchester focus on standards and performance across education to ensure we can support our system to deliver on our ambitions for young people.
- 4.6 We know that physically active children and young people are more likely to do better academically. And we know that physical activity can have a positive impact on mental health. We will therefore work with our partners to ensure that all education settings develop evidence based 'whole school setting' approaches to physical literacy, physical education, physical activity and sport, helping all children to enjoy an hour of physical activity every day.

A successful transition out of secondary school, equipped for work and life-long learning

- 4.7 We need to ensure that there is a clear pathway for all young people to follow to reach their full potential. This will mean working in a more integrated manner between educational institutions, business, local authorities and residents. Schools, colleges and training providers need to prepare people for the world of work; this will mean that the current focus on qualifications needs to be enhanced with the core competencies required to succeed in the workplace. School curricula need to be enriched by experience of the world of work, including providing all young people with encounters with business through work placements, business mentoring or real life business projects. We will work with schools and businesses to develop the best approach to delivering this in Greater Manchester.
- 4.8 We will also work with schools to ensure that all young people have the opportunity to follow specific education and employment pathways and to increase the proportion of young people who continue to develop their science, technology, engineering or maths (STEM) skills after their GCSEs, through either an academic or vocational/technical route. We will raise the aspiration for technical education so that it is held in the same esteem as academic education. Our young people should feel that opportunities across the whole of Greater Manchester are theirs to explore. We will make sure that transport is not a barrier to taking up these opportunities by making public transport more affordable for young people.
- 4.9 The delivery of Careers Education Information Advice and Guidance (CEIAG) provision to young people is fragmented, not always well linked to labour market opportunities and of variable quality. We need to ensure that our young people get the highest quality advice throughout their school years that helps them to make informed decisions about their pathways to further and higher education or into the world of work or entrepreneurship. This "Curriculum for Life" needs to inform young people about the jobs available in the labour market and how to start their own business, but also to equip them with high levels of emotional resilience and wellbeing. We will intervene early so that young people at risk of not being in education, employment or training (NEET) are

equipped with the skills, confidence and support needed to move into the world of work or further study, ensuring that fewer young people are 'hidden' from the essential support services they need.

- 4.10 We want more of our young people to undertake high quality apprenticeships. The number of people aged 16-24 accessing apprenticeships has grown from a low baseline in recent years but is levelling off and most apprenticeship starts are at intermediate level not the advanced, higher and degree level needed to drive productivity and growth. Apprenticeship achievement rates are variable across the conurbation and need to improve overall. We will work with employers to increase the number of quality apprenticeships offered to school and college leavers. We will also seek to match the right apprentices with the right employers, both through appropriate and timely careers advice and inspiration, and through the introduction of a UCAS-style application system which encompasses all learning routes, including apprenticeships.

Specialist support for those that need it

- 4.11 Where young people and their families do require support, we need to provide access to the best universal services for children, linked to the right early support for those that need it, and safeguard those who are most vulnerable.
- 4.12 We have made real progress in helping more of our hard to reach residents and through our Troubled Families programme we have now helped over 8,000 families improve their life chances. We will build on this experience to transform our services supporting families, investing in early help approaches to intervene earlier to prevent problems developing and escalating, and improve the long term outcomes for our young people and families. Driving investment (including the potential for social investment) in earlier intervention to support the life chances of children and families is central to our Reform Investment Fund, which brings together local and national transformation funding, including Troubled Families Programme funding, to drive our reforms across Greater Manchester.
- 4.13 It is critical that we have the right support available for young people at key times in their lives – particularly mental health support, which if unavailable could have long lasting impacts on children and families. We also need to reduce the inequalities that exist in outcomes for children across Greater Manchester so that, regardless of geography, children have access to similar service provision for the best chance of successful outcomes at both early and specialist need levels of help.
- 4.14 We need to improve the outcomes and experiences of those children our services have the most direct influence on. The health and educational outcomes for children entering the care system are significantly lower than for the population in general. And the number of children taken into care has been rising. We will implement more effective edge of care responses to reverse this trend, supporting more families to stay together, reducing the number of looked after children, and improving the outcomes for those that do enter the care system.

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

- **Enabling residents to get the skills needed to succeed and progress**
- **An integrated approach to developing good jobs**

5.1 Good quality, well-paid work and connecting our residents with those jobs is critical for the economic and social success of Greater Manchester. Age, gender, sexual orientation, race, disability or socio-economic background should be no barrier to success in Greater Manchester.

5.2 Skills are central to this. An individual's skills are the single most important factor in determining their employment status and whether they have a good and rewarding job. A skilled workforce is essential for all our businesses to become more productive, for our public services to improve, and to deliver the key infrastructure projects on which prosperity depends.

5.3 Greater Manchester has seen significant improvements in workforce skills over the last decade with the proportion of residents with no qualifications falling from 17.1% in 2006 to 9.8% in 2016 and the proportion with the equivalent of a degree level qualification rising from 25.6% to 34.6%. The employment rate has recovered from a post-recession low of 66.0% in 2011 to 70.5% in 2016. However, there are significant disparities between different parts of the conurbation, with some wards as high as 40% for no qualifications and as low as 10% for degree level equivalent; and with employment rates as low as 39%.

5.4 Significant gaps for skills and employment rates also exist between Greater Manchester and the national average and parts of the economy remain entrenched within lower skill, lower productivity, and lower wage activity. 'In-work poverty' is increasingly prevalent and over a quarter of residents rely on tax credits to support their incomes. The nature of employment is also changing, with an increase in more insecure work: 3% (40,000) of

<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> ○ Increased number of GM residents in sustained, 'good' employment ○ Improved skills levels
<p><i>Targets:</i></p> <ul style="list-style-type: none"> ○ By 2020, median resident earnings will exceed £23,000, up from £21,585 in 2016² ○ 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% ○ 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% ○ 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%
<p><i>GMCA Portfolios:</i></p> <ul style="list-style-type: none"> ○ Skills, Employment and Apprenticeships ○ Business & Economy
<p><i>GM Strategies:</i></p> <ul style="list-style-type: none"> ○ Work & Skills Strategy ○ GM Industrial Strategy

² Prices quoted in current values (i.e. 2016 earnings at 2016 prices; 2020 earnings at 2020 prices)

jobs are zero-hour contracts; 5% (66,000) are temporary; and over half of the jobs created in Greater Manchester in the past 5 years were temporary or self-employed. Wages have fallen by 6.6% in real terms between 2006 and 2016. Though they have started to rise again since 2014, the average worker in Greater Manchester still earns 81p an hour less in real terms than they did in 2006. The gap in wages between Greater Manchester and the national average has widened over the decade: workers in Greater Manchester earn 67p less an hour than their counterparts in the UK as a whole.

Enabling residents to get the skills needed to succeed & progress

- 5.5 Young people need to leave the education system with the knowledge, skills, and attributes necessary to succeed in the labour market. Working age adults who are out of work, or who have low levels of skills that hold them back, need to have access to the support needed to enter and sustain employment. An offer should be available for all adults to up-skill and progress their careers.
- 5.6 A step-change is needed to ensure that skills providers and employers are fully engaged in shaping our approach; and that the leadership and capacity exists to co-produce and co-fund higher level and technical skills. Recognising that globalisation, technological change and an ageing population and workforce will continue to impact on the sectors and occupations that are likely to grow, the Greater Manchester skills system will need to be flexible, adaptable and resilient in the long-term. We will join up activity within schools, further education and training providers and universities to ensure that there is a seamless, whole-system approach to education, work and skills. Employers should sit at the heart of this system and post-16 providers need to ensure that the academic and vocational offer is high quality and aligns with the needs of business.
- 5.7 Our key priorities are to raise attainment rates across all provision; place a greater emphasis on developing core employment skills, including basic skills in English, Maths and Digital; and increase the volume of higher level skills. We will also work with universities to connect graduates with employment opportunities in Greater Manchester's SME base and retain more graduates in the city region.
- 5.8 An investment strategy is needed to lever in additional capital and revenue funding from public and private sources and to drive innovation in skills development and delivery. This strategy will need to recognise the different skills requirements across all parts of our city region, including our most deprived neighbourhoods, and of minority and marginalised groups.
- 5.9 Analysis of current and future skills needs in Greater Manchester points to a requirement to prioritise and find new ways to deliver higher level, technical and professional skills which will enable employers to compete on the basis of higher skills, improved productivity and greater innovation. A substantial growth in the number of higher and degree level apprenticeships will make an important contribution to meeting this skills gap.
- 5.10 We will ensure that the Apprenticeship Levy is used to maximum effect, not only within private industry but also within Greater Manchester's public sector, ensuring that employers are encouraged and supported to develop their workforce using apprenticeship programmes in job roles at every level within an organisation, and that apprentices receive the support required to meet their development needs and progress

in their careers. We will seek to better match prospective apprentices with employers, both through appropriate and timely careers advice and inspiration, and through the introduction of a UCAS-style application system.

An integrated approach to developing good jobs

- 5.11** The education and skills system has to be intrinsically linked with routes into work so that there is a clear pathway that begins in the early years before children start school, and leads them through education into higher learning, an apprenticeship or work. This whole-system approach sits at the core of the fully integrated and inclusive education, skills, employment and health system that will enable Greater Manchester's residents and employers to grow and thrive.
- 5.12** Employers need to be at the heart of creating good jobs. This means providing people with the opportunities to train and progress in work, with secure work when they need it, but flexibility to fit their individual circumstances. Employment rights need to be protected and Greater Manchester needs to be at the forefront of employment standards and workplace innovation so that it is universally recognised as a great place to work.
- 5.13** We will also work more closely with local big employers and anchor institutions, for example, universities, hospitals and local authorities to deliver local economic benefit. This will include employing more local unemployed residents, increasing the amount they spend in their supply chains with SMEs and social enterprises, and offering volunteering, mentoring and work experience opportunities.
- 5.14** Higher skills will also not be enough to raise pay and productivity unless businesses are able to utilise those skills. That is why we will align our work and skills system with our business support offer to provide seamless support to firms to encourage the adoption of higher productivity, higher skill and higher wage business models. This will include developing approaches to strengthen leadership and management skills within Greater Manchester's business base. Alongside this, our local Industrial Strategy (outlined in priority 4) will set out approaches to increasing productivity to increase output and increase wages.
- 5.15** Greater Manchester's place at the forefront of devolution, with the development of person-centred services and integration of economic interventions to make them more effective, is also creating other opportunities to innovate. Programmes such as Troubled Families and Working Well have clearly shown that by providing bespoke support we can help people to address the complex issues that residents face, and we will build on the lessons learnt from that activity. By bringing together services such as health and transport with skills provision, we have shown that the barriers to employment can be tackled – particularly the positive impact the right mental health support can have in getting and keeping people in work.
- 5.16** We will work with central government to explore opportunities to develop this integrated place-based offer, so that Greater Manchester can shape the entire employment support offer currently delivered by DWP commissions and Jobcentre Plus. This will enable the development of more effective and efficient place-based offer by commissioning at scale and adding value through formal alignment of the full range of employment, skills and health resources and services.

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

- **Creating strong and productive sectors**
- **Cultivating science and innovation assets**
- **Supporting enterprise and entrepreneurship**
- **Seizing opportunities from international markets**
- **Strengthening existing, and creating new, employment locations**
- **Putting pride back in our town centres**

6.1 To create a thriving, inclusive economy we need to focus on raising productivity by harnessing the strengths of GM's people, assets and places. Only then will we be able to mobilise the resources to tackle the underlying barriers to investment and enterprise in parts of the conurbation and ensure that all parts of the city region and all our people can contribute to, and benefit from, economic growth.

6.2 Given the decision to withdraw from the European Union, we need to focus on maximising our existing competitive advantages. Greater Manchester has always been an outward looking city with a rich history of global trade and welcoming of diversity and talent. Remaining open, international and connected will be

<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> ○ Improved economic growth and reduced inequality in economic outcomes across GM places and population groups ○ Increased business start-ups and inward investment, and improved business performance
<p><i>Targets:</i></p> <ul style="list-style-type: none"> ○ By 2020, GVA per job will exceed £44,500, up from £41,984 in 2015³ ○ By 2020, 100,000 more GM residents will be earning above the National Living Wage, an increase from 76% of the working-age population in 2015 to 81% ○ By 2020, 21,500 more GM residents will be in employment, relative to a 2016 baseline of 1,273,000 ○ 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 ○ By 2020, GVA generated from foreign direct investment job creation will be £310m, up from £290m in 2016/17
<p><i>GMCA Portfolios:</i></p> <ul style="list-style-type: none"> ○ Business and economy; ○ Housing, Planning & Homelessness; ○ Digital City-Region ○ Safe and strong communities
<p><i>Strategies:</i></p> <ul style="list-style-type: none"> ● GM Industrial Strategy, underpinned by: <ul style="list-style-type: none"> ○ Internationalisation Strategy ○ Science and Innovation Audit ○ GM Digital Strategy ○ Climate Change and Low Emissions Strategy ○ GM Spatial Framework ○ Northern Powerhouse Strategy ○ Greater Manchester Investment Strategy ○ GM 2040 Transport Strategy ○ GM Sector Strategies ○ GM Social Enterprise Strategy ○ GMFRS Community Resilience Strategy

³ Both the 2015 baseline and 2020 target are quoted at constant 2013 prices. This follows the methodology used in the Greater Manchester Accelerated Growth Scenario (AGS), from which the target has been derived, and reflects the 2013 price base used in the national accounts.

ever more important in the coming years. As the heart and driver of the Northern Powerhouse economy, we need to prepare for, and take advantage of, the transformational opportunities major infrastructure improvements, such as HS2 and Northern Powerhouse Rail, will provide.

Creating strong and productive sectors

- 6.3** As a key part of our local Industrial Strategy, we will focus on supporting growth in high value activity in sectors and on assets that are, or have the potential to be, world-leading and globally distinctive. We will work with the private sector, VCSE sector and universities to develop our local Industrial Strategy to facilitate the development of high value, private sector driven clusters in our prime capability sectors, including:
- Business, finance and professional services - building on our strengths in legal and accounting, insurance, and business services
 - Manufacturing - building on our strengths in advanced materials, textiles, chemicals, food & drink, and Greater Manchester firms' role in national supply chains
 - Health innovation - building on our strengths in life sciences, medical technology/devices, health services, devolution; and
 - Digital - building on our strengths in ecommerce, cyber security, media/creative and data analytics.
- 6.4** We want these sectors to grow in value and employment terms in the Greater Manchester economy. We will also seek to grasp the economic opportunity from the global transition to a low carbon economy offered by our leading low carbon and environmental goods and services sector.
- 6.5** To deliver a significant improvement in the productivity of Greater Manchester and the living standards of many residents requires we also need to focus on raising the productivity of high-employment service sectors. We will therefore also focus our Industrial Strategy on sectors such as retail, tourism and construction, which currently account for over a quarter of all employment in Greater Manchester, including identifying the measures that need to be in place to support the transition to higher productivity in these sectors. In addition we will work with partners in developing our Industrial Strategy to ensure that the full contribution of the VCSE sector and social innovation to economic growth and social and economic inclusion is capitalised on.
- 6.6** Across all sectors it will be critical that we support our businesses to address the challenges and opportunities they will face when adopting radical new digital technologies that will boost productivity and create new high tech jobs. We will ensure that our workforce is equipped with the new range of skills required for future ways of working. Greater Manchester's Digital Strategy will set out a clear vision of our future as a world leading digital city, and will take an open, innovative approach to delivering that ambition. Greater Manchester is leading work nationally on local cyber resilience with industry, academia and security services with the aim of not only preventing cyber-attack incidents but improving our population's cyber skills and offering new career opportunities.

Cultivating science and innovation assets

- 6.7 We have consistently invested in our science and innovation strengths – including funding the establishment of the Graphene Engineering Innovation Centre and creating a dedicated £40 million Life Sciences Investment Fund. We successfully delivered the European City of Science in 2016 which has further built Manchester’s reputation as a city of scientific research and provides a platform to continue to develop and strengthen the collaboration between scientists and researchers, innovators and business across Europe and the rest of the world.
- 6.8 The Greater Manchester and Cheshire East Science and Innovation Audit sets out the global competitive advantage the region can capture by fully capitalising on its core capabilities. This will be achieved by linking our unique clusters of excellence in fundamental science with an ability to put that scientific knowledge into application. Three key opportunities identified are:
- **Health** – a globally leading centre for clinical trials. We have the largest concentration of excellence in health research nationally outside South East England. Key facilities in support of cutting-edge research and innovation are set in the context of a large and stable population exhibiting significant health challenges. Health and social care devolution has created the unprecedented opportunity for a concerted push towards innovation for both health and economic benefit. We have put in place a platform, Health Innovation Manchester, to refocus our priorities around a system and place. Synergies with the digital sector (e.g. health informatics) allow us to drive towards becoming a globally leading centre for clinical trials.
 - **Materials** – rapid accelerator to application. In advanced materials, the opportunities to develop ‘Graphene City’ highlight the unique presence of world-leading science engaged with business and producing start-up companies. The next steps are to systematise the pathway through higher technology readiness levels with the opening of the Graphene Engineering Innovation Centre (GEIC) and hence to turn our discoveries to applications. The Sir Henry Royce Institute will create a national focus to overcome traditionally long lead times and act as a “rapid accelerator” through technology readiness levels to application, notably in the manufacturing sector.
 - **GM as a full-scale test-bed and lead market to develop and demonstrate innovative technology.** Our fast-growth opportunities, digital and energy, as with health, combine excellence in research and facilities with a particular competence in mounting large-scale projects in the community. This is illustrated by the large-scale demonstrators, CityVerve and Triangulum, which enable whole systems to be tested and create multiple business opportunities. Industrial biotechnology is a capability of relevance for the concentration of related industries in the North of England. Focusing on synthesising new products and intermediates, it helps develop both sustainability and resilience in the move away from fossil fuels and feedstocks and offers the potential to address disease pandemics and tackle antimicrobial resistance.
- 6.9 We will continue to invest (from our own and external funds) to maintain world-class excellence and remain at the forefront of international developments in our opportunity

areas, building on assets such as our universities, science parks, innovation centres, hospitals, and cultural institutions. Notably, this will exploit the synergies between our areas of strength in order to develop route-ways to the market. Central to our plans is the Pankhurst Centre for Research in Health, Technology and Innovation. This will be a path-breaking, cross-disciplinary Institute bringing together clinical research with materials science, informatics, engineering and computer science to address major health problems, and unlock synergies between our strengths of health and materials plus digital and biotechnology.

- 6.10 We will also ensure the right local skills mix is in place, particularly higher-level technical skills, to drive innovation, reinforce our identified scientific strengths, and improve our ability to attract and retain talented individuals. Leadership and management capacity for our innovative sectors are also critical.
- 6.11 As we build critical mass, there will be increased opportunity to ensure businesses gain access to diverse finance support to help them to scale-up. We need to realise the benefits of 'absorptive capacity' within SMEs, improving their ability to integrate new information for commercial ends. This includes increasing the provision of adequate space for both start-ups and scale-ups and leveraging in smarter procurement practice from the public sector to incentivise innovative practice (including through data-sharing initiatives such as GM Connect and Datawell).

Supporting enterprise and entrepreneurship

- 6.12 Greater Manchester has made significant progress in recent years in developing its support infrastructure for businesses. The GM Business Growth Hub is a national exemplar for the delivery of business support services. It has supported the creation of 3,200 new jobs which have added £130m of annual GVA to the economy in the last two years. However, businesses have told us that we need to do more to support business growth, particularly in high value start-ups and SME 'scale ups'. We will work with businesses to overcome key barriers to growth – including skills, innovation, access to finance, export promotion, and leadership and management – by aligning all services around the needs of the employer.
- 6.13 It will also be necessary to support our businesses to invest, innovate and diversify and so ensure their resilience during the period of change and uncertainty following the decision to withdraw from the European Union, supporting them to navigate this uncertainty, manage change and take advantage of new opportunities.

Seizing opportunities from international markets

- 6.14 Greater Manchester has developed an Internationalisation Strategy which, in light of the vote to leave the European Union, identifies how we can maximise global market opportunities that enable us to make the most of our leading sectors and assets and build our global brand, capitalising on the excellent connectivity provided by Manchester Airport. These include retaining strong links with Europe and the USA as our largest, most significant and most mature markets for international trade, investment, visitors, academic research and students.
- 6.15 It will also be critical to strengthen links with our 'opportunities markets' – China, India, Japan and the United Arab Emirates – where there is clear growth potential and where

we are well placed to build upon existing trade, investment, cultural and other relationships. We will also look to promote links with markets such as Malaysia, Singapore, Canada, Australia, Saudi Arabia, Taiwan, South Korea, Nigeria and Brazil where there are opportunities in relation to some of our niche areas of strength, such as health innovation, 2D materials and sport.

- 6.16** Given the risks and uncertainty caused by Brexit, key priorities will be to grow the value of exports from Greater Manchester, attract more foreign direct investment (especially that which offers higher value, higher wage, employment), and maintain and strengthen the international academic linkages of our universities.

Strengthening existing, and creating new, employment locations

- 6.17** Creating strong employment locations in all parts of Greater Manchester, with good access from residential areas, is central to achieving a more inclusive and sustainable city region. We need to focus on those locations that are attractive to investors and meet the requirements of developers, while driving investment in priority areas for growth and regeneration to address the underlying weak market conditions in parts of the conurbation. The Greater Manchester Spatial Framework will help us to ensure that we have the right type of land in the right places to support economic growth in all parts of GM.
- 6.18** We need to build on the success of our existing investment funds – our ‘Evergreen’ investment fund has invested £88m in commercial development and infrastructure projects and has created 8,000 new jobs and redeveloped double the initial expectations of brownfield land – but develop this further into a place-making approach. This will need to bring together policies and investments around education and skills, housing, transport, commercial development, public service reform and amenities to create inclusive, sustainable, growth locations.
- 6.19** Currently there are a small number of locations which make a disproportionate contribution to sub-regional economic growth and their continued success is fundamental to Greater Manchester’s prospects. We will ensure that traffic congestion and lack of alternative travel options do not act as a brake on achieving the full potential of these locations – stress-free journeys should be the norm. As part of this it will be critical that we continue to develop the regional centre as the primary driver of economic growth and ensure that residents from all parts of Greater Manchester can have quick, affordable and multi-modal transport options to access the jobs created. We will also capitalise on the investment planned at Manchester Airport, including the arrival of HS2 and Northern Powerhouse Rail, to strengthen this as an internationally competitive employment location.
- 6.20** A strong portfolio of industrial and warehousing locations is also critical to the success of Greater Manchester. We need to continue to nurture our existing industrial and warehousing locations to ensure that they remain competitive. Through the Spatial Framework we will identify and bring forward new locations, which capitalise on our unique strengths such as our strategic transport network (rail, road, and water), including the opportunities of Port Salford, the UK’s first tri-modal inland port. We will work with Government to bring forward proposals to unlock stalled industrial developments on brownfield land. Through the Spatial Framework we will also protect existing ‘medium grade’ industrial sites, which provide important quality jobs across GM.

Where firms cannot remain on their existing sites (either because they are not in suitable premises or they are being displaced by other activity), we will support firms to relocate within GM.

Putting pride back in our town centres

- 6.21** Town centres are critical to the future success of all parts of GM. We have a diverse range of town centres with huge potential for the future, including our principal town centres of Bolton, Bury, Oldham, Rochdale, Wigan, Altrincham, Ashton-under-Lyne and Stockport and other major towns and district centres such as Eccles, Leigh and Stalybridge.
- 6.22** We will bring forward proposals for how our town centres can be re-purposed and modernised so they can become quality places to live and work, balancing new higher-density residential development with quality cultural facilities, public spaces, a good environment for walking and cycling, public services, retail, entertainment, and employment offers, as well as key access points to an integrated transport network. Achieving those ambitions is a crucial element of our brownfield first priority and our place-making approach to deliver an inclusive economy.

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

- **An integrated public transport system that is affordable and reliable**
- **Reducing congestion and improving air quality**
- **Connections to the world**
- **World class digital infrastructure**

7.1 Greater Manchester’s ambitious plans for prosperity will be driven by connectivity. Good quality, reliable and affordable transport across GM is vital to release the potential of our communities by connecting people to jobs and opportunities, and fundamental to building an inclusive, growing economy. This is as much an issue for our rural communities as it is our towns and regional centre. This is true on both a local and pan-northern level; as Greater Manchester has a central role to play at the heart of a successful, better connected, Northern Powerhouse.

7.2 Over the past decade Greater Manchester has made huge investments in developing the city region’s transport infrastructure, operating the largest capital transport programme in the UK outside London. While this has led to significant improvements in journey times and reliability, 38% of those responding to our online consultation still told us that *“the public transport system is unreliable, too expensive and lacked investment”*.

7.3 The challenges ahead are significant and, over the next 20 years, population growth and a rise in employment will lead to 600,000 more trips on Greater Manchester’s public transport networks every day by 2035 which, unless we act now, could result in significant worsening of highways congestion and overcrowding.

<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> ○ Improved transport networks and more sustainable GM neighbourhoods ○ Reduced congestion ○ Future-proofed digital infrastructure that fully supports commercial activity, social engagement and public service delivery in GM
<p><i>Targets</i></p> <ul style="list-style-type: none"> ○ By 2020, the proportion of trips used by modes other than the car will have reached 32%, up from 29% in 2015 ○ By 2020, the proportion of journeys being completed within the typical journey time will have reached 90%, up from 88.5% in March 2017 ○ In 2016, levels of NO₂ exceeded 200mg per m³ 92 times, and levels of PM10 exceeded 50mg per m³ 42 times. By 2020, we will have achieved a 50% reduction in the number of times exceeded for NO₂, and a 20% reduction for PM10 at all sites ○ By 2020, Manchester will be ranked in the top 20 European cities for its digital infrastructure, compared to 35th in 2016⁴
<p><i>GMCA Portfolios:</i></p> <ul style="list-style-type: none"> ○ Transport and Infrastructure ○ Digital City Region
<p><i>GM Strategies:</i></p> <ul style="list-style-type: none"> ○ GM 2040 Transport Strategy ○ Northern Transport Strategy ○ Digital Infrastructure Plan ○ GM Spatial Framework ○ GM Low Emissions Strategy and Air Quality Action Plan

⁴ Ranking from NESTA’s European Digital City Index 2016, <https://digitalcityindex.eu/theme/3>

- 7.4 As a global trading city it is vital that we have fast and frequent access to markets around the world. But connectivity is not just about our physical links. Digital infrastructure⁵ is a prerequisite for the expansion of our digital, tech and creative sectors; it drives business growth and investment across our economy; it is fundamental to innovation and transformation in public service delivery, and is key to social and digital inclusion.

An integrated public transport system that is affordable and reliable

- 7.5 The Greater Manchester 2040 Transport Strategy sets out our strategy to develop a high quality, fully integrated, transport system for Greater Manchester, with travelling customers at its heart. We will take a whole-system approach to the management, maintenance and renewal of the transport network across all modes – roads, trains, trams, buses, active travel and freight, and catering for all types of journey – from local neighbourhood trips to global travel. We will ensure our transport infrastructure and services are accessible to all, including disabled people and those with mobility problems.
- 7.6 We will continue to invest in the capacity, flexibility and reliability of the Metrolink network: the second city crossing opened in Spring 2017 and work has now also started on a new Metrolink extension to Trafford Park.
- 7.7 To improve links across the conurbation, we will use the Mayor's new powers under the Bus Services Act to deliver a bus network that is well integrated with the rest of the transport system and to ensure that fares offer best value to the customer, making buses an attractive travel option for more people. We will work with Government to establish a new long-term funding basis for the future transformational transport network set out in the 2040 Transport Strategy, to address the historic underfunding of on our roads and railways, and to introduce integrated SMART ticketing. We will also make the case for our rail stations to be managed locally, ensuring they are offering the right facilities to support their communities.

Reducing congestion and improving air quality

- 7.8 Improving journey time reliability on our roads and on public transport is a priority to relieve the frustrations of commuters stuck in traffic and reduce the £1.3bn cost to business of delayed deliveries and employees arriving late. We will invest to make road journeys more reliable, ensure that existing transport networks are well-maintained, and create a modern public transport system so that people have a real alternative to the car. As part of this, we will encourage our residents to lead active lives, putting in place the infrastructure required to enable more people to walk or cycle and redesigning our streets to meet the needs of all users, establishing Greater Manchester as a world-leading cycle city.
- 7.9 Reducing the environmental impact of road transport will be critical to supporting our carbon targets and improving air quality, as it accounts for 65% of nitrogen oxide and 79% of particulate emissions. These two dangerous pollutants contribute to respiratory illness, as well as cardio-vascular problems and cancer, leading to around a thousand

⁵ Defined as fixed digital connectivity (e.g. superfast broadband or fibre to the premises), 4G and next generation 5G mobile connectivity and public wifi

early deaths in Greater Manchester every year. Urgent action at both national and local levels is required. Locally we are committed to implementing the GM Low Emissions Strategy and Air Quality Action Plan to reduce levels of these harmful pollutants generally and in parts of Greater Manchester where emission levels are in breach, or are at risk of breaching, EU legislation.

Connections to the world

- 7.10** We will work with our partners across the North and in Government to implement the Northern Powerhouse Strategy, to create a physically and economically connected Northern economy. As part of this we will work to deliver the priorities set out in the Northern Transport Strategy, starting with the delivery of HS2 and Northern Powerhouse Rail, linking Manchester and the Airport to the other great cities of the North. And we will establish local rapid transit links from our HS2 hubs at the Airport, Piccadilly and Wigan across the city region to ensure that all our economic centres and communities benefit from the strengthened connections. This will place the whole of Greater Manchester at the heart of a first class national and international transport network.
- 7.11** We will continue to strengthen our connectivity to the rest of the world to drive trade, tourism, and investment. Manchester Airport now serves more than 200 destinations across Europe, the US, the Middle East and China and East Asia, and is the undisputed gateway to the North. It will be essential that we continue to support the Airport's expansion.
- 7.12** Following the development of the post-panamax facility at the Port of Liverpool, the Manchester Ship Canal can once again provide modern, direct shipping links to the world, transforming our logistics and freight offer through the facility at Port Salford. This is a significant economic opportunity and also has the potential to have environmental benefits, removing freight from roads and moving it more sustainably by rail and water.

World Class Digital infrastructure

- 7.13** Ubiquitous, affordable, future proofed digital infrastructure is a prerequisite for world leading cities. Our ambition is for Greater Manchester to be the UK's leading digital city, and in the top five in Europe. A place where bandwidth is never a barrier to commercial activity, social engagement, or the delivery of public services. World-class digital connections need to be available in all parts of Greater Manchester at a price and quality that provides a significant competitive edge internationally for business and allows residents to fully participate in the digital world. Following our Digital Summit in July 2017, we are developing a Digital Strategy for Greater Manchester with the industry and communities including digital skills, digital infrastructure, growing our digital sector and connecting our communities. We will implement a Digital Infrastructure Plan to accelerate the delivery of full fibre networks with no bandwidth ceiling, ensure that all GM has minimum superfast speeds, and position GM to be at the forefront of the roll-out of 5G mobile from 2020.
- 7.14** It is also our ambition to use digital technologies to develop fully joined up public services. We are progressing initiatives such as CityVerve, GM Connect and Health Innovation Manchester to ensure that GM is at the forefront of the digital public services revolution and will continue to pilot new digital approaches to service delivery.

8 Priority 6: Safe, decent and affordable housing

- **Providing the homes we need**
- **Creating neighbourhoods of choice**
- **Tackling homelessness**

<p>Outcomes:</p> <ul style="list-style-type: none"> ○ High quality housing, with appropriate and affordable options for different groups ○ No one sleeping rough on Greater Manchester's streets
<p>Target:</p> <ul style="list-style-type: none"> ○ By 2020, the number of net additional dwellings built per annum will be 11,300, up from 6,190 in 2015/16 ○ End rough sleeping by 2020, from an estimated 189 rough sleepers in 2016
<p>GMCA Portfolios:</p> <ul style="list-style-type: none"> ○ Housing, Planning & Homelessness ○ Finance & Investment ○ Transport & Infrastructure ○ Safe and strong communities
<p>GM Strategies:</p> <ul style="list-style-type: none"> ○ GM Spatial Framework ○ GM Homelessness Strategy ○ Transport 2040 ○ GMFRS Integrated Risk Management Plan

8.1 We need to create a housing offer to meet the needs and aspirations of existing and future residents. Residents told us that there is “*not enough housing available*”, that “*better supported housing is needed for vulnerable people*”, and that “*Greater Manchester needs more homes across the full range of prices and sizes but these need to be planned more intelligently than in the past so that they can take advantage of public transport infrastructure and services.*” We will engage communities to achieve those goals.

8.2 Homelessness and rough sleeping have been growing problems in Greater Manchester over recent years, exacerbated by financial insecurity, health issues and family breakdown, as well as a lack of appropriate housing options. This strategy identifies homelessness as a key priority to tackle in Greater Manchester with the objective of ending rough sleeping by 2020 and tackling the causes of homelessness.

Providing the homes we need

8.3 Over 6,000 net new homes are built across Greater Manchester each year, and affordability remains good by national comparison. We are already taking active steps to increase the pace of house building. Through the £300m GM Housing Fund we will deliver an additional 10,000 new homes over the next ten years. However there are still nowhere near enough new homes being built to meet local needs and assist in reducing homelessness, as well as the demand stemming from the job growth of our economy and changes in our demographics. We need to build over 11,000 houses a year for the next 20 years.

8.4 The Greater Manchester Spatial Framework will provide the context within which we will boost the pace of housing development and improve the quality, choice and affordability of the homes on offer so that our housing markets meet the requirements and aspirations of existing and future residents.

8.5 Through our Investment Strategy we will put in place new models of development and investment to maintain a strong and continuing emphasis on directing new housing to

brownfield land in urban locations, limiting the requirement for greenbelt development whilst protecting and enhancing the quality of life in our existing urban areas.

- 8.6 We will continue to develop the high density urban offer in and around the regional centre to attract the increasing number of people who want a city centre lifestyle. We will look to increase the density of our housing supply around public transport hubs. As part of a broader approach to repurposing and reinvigorating our town centres we will develop GM's town centre offer for housing for a broader range of households, to make town centres residential locations of choice.
- 8.7 We will continue to support development in existing suburban areas which are attractive housing locations and seek to bring forward development in other neighbourhoods that have the attributes to sustainably attract and retain a highly skilled workforce.
- 8.8 To reduce carbon emissions from housing and reduce energy bills, we will also need to support increased energy efficiency in homes and decentralised energy generation in communities.

Creating neighbourhoods of choice

- 8.9 Simply focusing on the number of new houses is not enough. We need to have a much stronger focus on raising the quality of life in all neighbourhoods. We need more of our neighbourhoods to be neighbourhoods of choice, where residents are connected to opportunity and are able to enjoy an excellent quality of life. To achieve this we need to see housing policy as just one part of a wider place-making approach along with education and skills, transport, commercial development and public service reforms.
- 8.10 Regeneration of our social housing estates is necessary to raise the quality of life of existing and new residents and better connect them into local and GM economic opportunities. We will re-examine the role of social housing, making sure that it is used to help meet real need and to support people to gain or regain their independence. We will invest in new supported housing for vulnerable residents who cannot stay in their homes, to improve their quality of life.
- 8.11 We will also work with private landlords and tenants to improve the standards of housing in the private rented sector. Improving the quality of private rented stock can have a major impact on the sustainability of a local area, making it a neighbourhood of choice where people want to live. A core principle running through all our housing policy is that nobody should live in unsafe housing – owner-occupier, private rented, or social rented – and Greater Manchester partners will work together to ensure all our housing stock is safe. Good quality housing is a key factor in ensuring the health and wellbeing of the population and a new Health and Housing programme will target improvements in poor quality housing which is detrimental to resident health.

Tackling homelessness

- 8.12 While we have experienced strong economic growth over the past decade, alongside this we have seen evidence of a growing inequality leading to increased homelessness and people sleeping rough on our streets. This is not an inevitable consequence of the Greater Manchester economy and it will not go unanswered. We need a long term plan to prevent and tackle all types of homelessness, along with short term solutions to support those in immediate need on the streets.

- 8.13** Working with public, private and voluntary, community and social enterprise (VCSE) partners, including those with lived experience, we will act collectively to end rough sleeping in Greater Manchester, supporting people into suitable accommodation and co-designing approaches to prevent all forms of homelessness through support to tackle the underlying causes, including mental health, family breakdown, substance misuse and poverty.
- 8.14** We will take a comprehensive approach to ending rough sleeping and reducing homelessness and will develop a 10 year strategy to radically reduce homelessness in our region, focused on prevention and sustainability. Our approach will focus explicitly on preventing homelessness wherever we can, enabling more people to stay in their homes and we will support and assist them to sustain themselves and live independently. This will include a commitment to a Housing First programme where appropriate. We will seek to make best use of the housing stock across Greater Manchester to assist those who are homeless or at risk of homelessness and meet their needs.
- 8.15** Our approach will be driven by a GM Homelessness Action Network. This will be led by practitioners, partners, stakeholders and people with lived experience to make sure that we deliver the solutions which are required to prevent homelessness and end rough sleeping.

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

- **Strengthening the natural environment**
- **Reducing carbon emissions**
- **Better utilising our resources**
- **A high quality cultural and leisure offer**

9.1 The quality of the local environment and amenities are important for supporting the health and wellbeing of all residents. A quarter of those responding to our consultation said that they wanted “*cleaner areas and more green spaces, parks and leisure facilities*”.

9.2 We need to strengthen the natural environment across Greater Manchester, with communities able to shape a good environment for the long-term and adapt to climate change.

9.3 Tackling climate change will mean cutting back on fossil fuels use, generating local low carbon energy and achieving a paradigm shift in the way we work, live, travel and play, to improve the way that we utilise our resources.

9.4 We also need to ensure that Greater Manchester continues to offers a vibrant, stimulating environment for people to live, work, study and play by investing in our cultural and leisure offer.

Strengthening the natural environment

9.5 Our natural environment, and the ecosystem services it provides, needs to be both protected and, where possible, enhanced in light of increasing pressures from people,

Outcomes:

- Reduced carbon emissions and air pollution, increased resilience, more sustainable consumption and production, and an outstanding natural environment.
- Increased local, national and international awareness of, pride in, and engagement with GM's culture, leisure and visitor economy

Targets:

- GM will reduce emissions to 11mt of CO₂ emissions in 2020, down from 13.6mt in 2014
- By 2020, 50% of waste in GM will be recycled and 90% diverted, up from 44.6% and 89.3% respectively in 2016/17
- By 2020, we will have halved the gap with the national average⁶ for the proportion of GM residents reporting that they visited the natural environment at least once during the previous seven days
- By 2020, participation at cultural events and venues will be growing by at least 5% pa⁷
- By 2020, the GM visitor economy will be valued at £8.8bn, up from £7.9bn in 2015⁸

GMCA Portfolios:

- Green City Region
- Culture, Arts and Leisure
- Safe and strong Communities
- Planning, Housing and Homelessness

GM Strategies:

- GM Spatial Framework
- Climate change and Low Emissions Implementation Plan
- GM Visitor Economy
- Air Quality Action Plan
- GM Moving
- GMFRS Integrated Risk Management Plan

⁶ Data for the year to February 2016 show a gap between the GM and national averages of four percentage points.

⁷ Baseline data to be defined as part of research being undertaken through the Great Place initiative.

⁸ Prices quoted in current terms (i.e. 2015 value at 2015 prices; 2020 value at 2020 prices)

the economy and a changing climate. We will seek to protect our existing green spaces by pursuing a brownfield and town centres first approach to housing and employment site development and improving the quality of our parks, rivers and canals.

- 9.6** Improving the environment and amenities at the heart of our city region will be essential to enable us to compete with the best international cities in terms of the quality of life we can offer to existing and new residents. As Defra's Urban Pioneer City, we are developing new models to manage and improve our environment. We will design and test innovative natural capital approaches to support sustainable economic growth, such as improved water management through the Natural Course project or supporting the City of Trees 'City Park' initiative.
- 9.7** We also need to ensure that all our town centres have the highest quality environment and amenities to offer a good quality of life to all to support our efforts to repurpose and reinvigorate them as locations for work, leisure, housing, and investment.
- 9.8** It will also be essential that we protect against the effects of climate change that it is already too late to prevent, and respond to the stresses that urban areas face so that we become more resilient to the physical, social and economic challenges of the 21st century. This will include increasing the resilience of our buildings and infrastructure to flooding and heat stress. It will require us to undertake research into the impact of climate change on local biodiversity and flood risk and take appropriate action on the results of this analysis.

Reducing carbon emissions

- 9.9** Air pollution and greenhouses gas emissions cause significant harm to the environment, to the health of communities and damage Greater Manchester's economy. Road transport contributes 32% of carbon dioxide emissions with emissions from commercial and domestic buildings accounting for 32% and 37% respectively. There is a need to radically rethink how we supply, manage and consume energy. Urgent innovation in our buildings, transport and energy infrastructure is required. We will work with local and national stakeholders to deliver our response to these challenges through our Climate Change and Low Emissions Implementation Plan, and define a robust low carbon pathway to 2050 to accelerate the point at which Greater Manchester can become carbon neutral.
- 9.10** Our challenging targets can only be met with a combination of sustained proactive national policy and aligned priorities and resources from Greater Manchester. We will develop new local renewable energy sources, reducing not only emissions but the energy bills for our residents and businesses, and also improve the energy efficiency of our new and existing building stock. We have improved the energy efficiency of over 5,000 existing homes through investment overseen by our Low Carbon Hub but new mechanisms to balance up-front investments in energy efficiency with the rewards of lower long term bills are needed in both new build and existing building refurbishment activities. An investment pipeline of over £200m has already been identified in heat networks, public building retrofit, LED street lighting and energy generation programmes and delivery has commenced, using local, UK government and EU funding.
- 9.11** Our energy system, on which our economy fundamentally relies, is rapidly changing. The challenges of decarbonisation, an ageing infrastructure and shifts in societal expectations require a radical rethink in how we supply, manage and consume energy.

We will also accelerate the deployment of smart energy systems, including storage, to reduce energy consumption and shift or reduce peak demand, as this will enable energy consumers to better understand their usage and to actively minimise their bills.

Better utilising our resources

9.12 To conserve economically valuable resources, we need to encourage the development of a more circular economy with better design, maintenance, repair, reuse and recycling of goods. To achieve this we need to work with the public and private sectors to transform how resources are procured, used, consumed and disposed of, using public sector procurement to stimulate public sector resource efficiency and market growth. Low carbon practices need to be embedded within procurement and other services through increased knowledge and training as part of both publicly funded business support activity and private sector led activity. Priorities for future action include supporting businesses, residents and the public sector to improve their resource efficiency; increasing the sustainability of our waste collection and disposal systems; and increasing the efficiency of resource use within local authorities and the wider public sector.

A high quality cultural and leisure offer

9.13 Our consultation told us that people really value *“the variety of arts and culture, a sense of development, the commitment to internationalism and multiculturalism”*. We must continue to invest in our cultural facilities, not only to attract new visitors from the UK and beyond, but for the benefit of Greater Manchester’s residents. We are transforming our cultural offer, building on the world class assets that we already have and the opening of The Factory, which will enrich this further. We need a cultural offer that is attractive and accessible for all and we must develop and diversify the cultural workforce that delivers that offer.

9.14 As well as building on our world class cultural facilities – such as theatre at the Lowry and The Royal Exchange, galleries at Manchester Art Gallery and the Whitworth, the Halle, and new, original works at the Manchester International Festival and Factory – through our new cultural programme we will invest in our strengths in the local arts, culture and heritage sectors, establishing culture as a strategic driver for growth and improving the city region as a place to live. This will be especially important as we seek to modernise and diversify our town centre offer. We will also capitalise on opportunities such as the development of the Royal Horticultural Society's Fifth National Garden at RHS Bridgewater which will be a major new national green cultural asset in Greater Manchester.

9.15 Manchester was named one of Lonely Planet Guide’s top ten cities to visit in 2016 and we have set an aspiration that by 2020 the visitor economy will be a key driver of the social, cultural and economic life of the city region. This will be achieved by further developing and promoting Greater Manchester as a year round vibrant and stimulating cultural city destination.

9.16 We want all residents and visitors to become involved with, contribute to, and benefit from Greater Manchester’s wider cultural ambition and assets. We will develop a new approach to our cultural education provision so all children in Greater Manchester receive a culturally rich education, irrespective of background. We will work with schools and colleges to increase the identifiable routes into creative employment for young

people not currently engaged by culture. We will also enable residents to develop a life-long engagement with our cultural, creative and heritage assets, including the development of a programme of Cultural and Sporting Champions – a large scale volunteer ambassador scheme for older people. We will pilot an approach to embed culture as a tool for well-being, exploring the potential of developing a programme of ‘culture on prescription’.

- 9.17** We will also continue to invest in our sport and leisure offer – building on our international reputation for sporting achievement to promote well-being and healthy active lifestyles amongst our residents. No city-region in the UK better understands the role that physical activity and sport can play in delivering wider social community and economic outcomes. The model of sport-led regeneration through the 2002 Commonwealth Games has helped to influence the sporting landscape across the country and now Manchester is ranked 5th in the ‘World’s 25 Ultimate Sport Cities’ by Sports Business Magazine. An active life reduces anxiety, lifts mood, reduces stress, promotes clearer thinking and a greater sense of calm, increases self-esteem, and reduces the risk of depression. It will be essential that we capitalise on the strengths in our community and voluntary, community and social enterprise (VCSE) sector to deliver this ambition.

10 Priority 8: Safe and strong communities

- **Building strong, inclusive communities where people feel safe**
- **Working with communities and businesses to create a resilient Greater Manchester**
- **Reducing risk and harm to the residents of Greater Manchester**
- **Protecting and supporting children and young people and those that are vulnerable.**

10.1 Greater Manchester is a city region made up of ten districts and many diverse communities and neighbourhoods. We are stronger when we feel we are safe and that we belong. Every neighbourhood should be a place people want to live: clean, safe, cohesive neighbourhoods where people are involved and active.

<p>Outcomes:</p> <ul style="list-style-type: none"> o People feeling safe and that they belong o Reduced crime, reoffending and antisocial behaviour, and increased support for victims of crime and domestic abuse o More sustainable GM neighbourhoods
<p>Targets:</p> <ul style="list-style-type: none"> o 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 o By 2020, we will meet or exceed the national average for the proportion of adult social care users and carers who have as much social contact as they would like⁹
<p>GMCA Portfolios:</p> <ul style="list-style-type: none"> o Safer and Stronger Communities o Equalities, Fairness and Inclusion o Young People and Social Cohesion
<p>GM Strategies:</p> <ul style="list-style-type: none"> o Police and Crime Plan o GMFRS Integrated Risk Management Plan o Resilient Greater Manchester

Building strong, inclusive communities where people feel safe

- 10.2** Our consultation told us that people want to help and that “*helping each other and respecting each other*” is important. The success of our approach will depend on confident individuals and communities having the power to shape their own neighbourhood.
- 10.3** Local VCSE sector organisations are key pillars of our neighbourhoods, providing the local infrastructure and community assets to support local people and communities to work together. Greater Manchester also has diverse communities of identity as well as place. We will work together with local VCSE sector groups to enable these communities to support themselves and co-produce and co-design the public services they need. We will also work with anchor institutions – such as hospitals, schools, colleges, universities, faith groups – to build asset based approaches to local community social and economic development. We will help local businesses to contribute and be involved in their local area.
- 10.4** At a neighbourhood level, we are focusing on implementing integrated place-based services that are able to be responsive to local need and build on the assets of the community, creating more capacity to deliver change. These integrated teams work to

⁹ Based on the projected national average at 2020, this equates to an uplift from the 2015/16 baseline of 42.9% of GM adult social care users having as much social contact as they would like to 47.7% or above by 2020.

understand individual needs in the context of the family and their community, and strive to intervene and support earlier to reduce problems and improve individual and community resilience – helping people to help to themselves.

- 10.5** It is more vital than ever that our communities are open and inclusive and that residents feel secure and confident in their homes and their neighbourhoods. This means strengthening the cohesion in our communities and tackling those who seek to spread division. This requires us all to work together. Protecting our residents from extremism cannot be left just to the state, it needs to happen with our communities. We need to work in the heart of our communities with families, as they are best placed to identify the early indicators and warnings of potential signs of extremism. We are developing a new collaborative approach across Greater Manchester for how we work in true partnership with our diverse communities to stop the radicalisation of young people, men and women living in Greater Manchester.

Working with Communities and businesses to create a Resilient Greater Manchester

- 10.6** Greater Manchester is a resilient city region with a successful history of overcoming acute shocks such as malicious attacks and flooding, and tackling chronic stresses such as poverty and deprivation. Resilience is a key determinant of growth, investment and long term sustainability and we recognise that this is affected by 21st century worldwide trends including climate change, urbanisation, globalisation, energy supply, security issues and anti-microbial resistance.
- 10.7** We need to continue to enable our citizens, communities, businesses and infrastructure to have the capacity to survive, adapt and grow in the face of these challenges. Resilience is therefore about how our city region can meet its ambitions whilst ensuring it is safe and secure, is addressing its key vulnerabilities and can meet expected or unexpected disruptive challenges.
- 10.8** In 2016 Greater Manchester was successfully appointed to join the 100 Resilient Cities (100RC) programme, an initiative pioneered by the Rockefeller Foundation, in recognition of the innovative approach Greater Manchester takes to urban resilience and our commitment to a collaborative partnership with our communities. The 100RC programme presents a new opportunity to help us achieve the future ambitions of the city region by building resilience across a range of issues, including those key to growth and prosperity. We are now working with 100RC to develop a resilience strategy, Resilient Greater Manchester, which will build upon the work of our statutory partnership, the Greater Manchester Resilience Forum.
- 10.9** We also need to work together and with Government to ensure we keep our public spaces and buildings safe from threats – right across Greater Manchester. We need to continue to reduce fires and their associated costs through taking a tougher approach to fire safety across the public and residential estate to keep our residents safe.

Reducing risk and harm to the residents of Greater Manchester

- 10.10** Our consultation responses also told us that “*our communities must feel safe and secure.*” In line with the rest of the country, Greater Manchester has experienced reductions in overall crime, but has seen the emergence of new offences such as fraud and recent increases in some more serious and complex crime types. Reducing risk and

harm goes well beyond just crime. Feeling safe comes from many contexts including on the roads, in the home and in the neighbourhood.

- 10.11** Where crime is an issue, a joined-up justice system is vitally important to give people confidence that crime will be dealt with and that where possible, efforts are made to rehabilitate offenders, as well as improving the efficiency of our public services. Greater Manchester has many assets, strengths and capabilities that allow local criminal justice partners and residents to develop, grow and be safe. Greater Manchester is committed to being an early implementer and a test-bed for innovative approaches for delivering new models of integrated offender management and justice services, which reflect the needs of local populations.
- 10.12** Achieving Greater Manchester's ambition requires a more integrated approach and transformational changes in the way in which services are delivered. Greater Manchester has a strong track record of partnership working, which has resulted in the development of innovative approaches to supporting victims and reducing offending, particularly with younger and female offenders. We need to build on our successes and consider new funding models to make them sustainable and to extend to other priority cohorts.
- 10.13** As well as working to reduce offending, we also need to focus on preventing offending in the first place – working with individuals and communities before crimes are committed, before individuals enter the justice system and diverting them away from crime wherever possible. This means further strengthening our community and partnership work across Greater Manchester and improving our support to particular groups. Children in care (or care leavers) are over four times more likely to become involved with the criminal justice system than children in the general population, and children with a parent in prison are some three times more likely than other children to become involved in offending activity themselves. This should not be inevitable for children growing up in Greater Manchester. Safe neighbourhoods also mean continuing our programmes to improve road safety, particularly for vulnerable groups like children, to improve personal security on public transport and to improve air quality especially in places where children congregate.

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

- 10.14** All of us can be vulnerable to risk and harm at different times or circumstances, but some groups of residents are more susceptible to harm because of their age, ill health, disability or other vulnerability. This harm could be risk of injury or as a victim of crime, exploitation or harassment. A strong community protects and supports people when they are vulnerable.
- 10.15** We will work with communities to do this. This means preventing harm from happening where we can, supporting those affected and bringing to justice those committing any form of exploitation, abuse, coercion, or violence, whether physical, sexual, mental, verbal or psychological including so called honour based violence, forced marriage, genital mutilation, trafficking and enslavement.
- 10.16** We will fight prejudice and promote a cohesive society and take a zero-tolerance approach to hate crime.

10.17 We will support young people to engage positively in their communities, make positive life choices and to feel safe. Will support disabled young people to be fully engaged in our communities and make Greater Manchester an autism friendly city region.

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

- **Healthy lives**
- **Realising the social and health benefits of economic activity**
- **A health and care system that works**

11.1 Healthy life expectancy in Greater Manchester is currently three to four years below the national average for men and women and there is significant inequality of health outcomes between the most and the least disadvantaged people in Greater Manchester. We are working to support improved health across the whole population, making radical improvements to public health services, encouraging and supporting people to make healthier choices, promoting wellbeing and preventing ill-health in the first place. This includes engaging people so that they can lead more active lives by walking and cycling more.

Outcomes:

- o More people supported to stay well and live at home for as long as possible
- o Improved outcomes for people with mental health needs
- o Reduced obesity, smoking, alcohol and drug misuse

Targets:

- o By 2020, improving premature mortality due to cardiovascular disease will result in 160 fewer deaths per annum
- o By 2020, improving premature mortality from cancer will result in 350 fewer deaths per annum
- o By 2020, improving premature mortality from respiratory disease will result in 150 fewer deaths per annum
- o By 2020, access to evidence-based psychological therapies will reach 25% of the population in need, helping a further 33,600 people each year compared to current levels of provision
- o By 2020, 72.5% of GM residents will be active or fairly active, compared to 71% in 2017. This equates to more than 75,000 more people 'moving' by 2020¹⁰

GMCA Portfolios:

- o Health and Social Care
- o Equality, Fairness & Inclusion
- o Safe and strong communities

GM Strategies:

- o Taking Charge
- o Population Health Plan
- o GM Moving
- o GM Tobacco free strategy
- o Substance misuse strategy
- o GMFRS Integrated Risk Management Plan

Healthy lives

11.2 Greater Manchester's future success depends upon the health of our population. For too long our city-region has lagged behind national and international comparators when it

comes to key health outcomes. Deeply embedded health inequalities, often between communities little more than a stone's throw apart, have blighted individual lives and acted as a drag on our economy.

11.3 The GM Population Health Plan sets out our approach to delivering a radical upgrade in the population's health. The key to better population health is to get upstream of the impact of illness and disease and focus on prevention and early intervention to reduce demand. We are also committed to a life course approach; we believe that from

¹⁰ For adults (16 years and older), active is defined as 150+ minutes of moderate to vigorous physical activity per week, and fairly active 30-149 minutes. For 5-15 year olds, 60+ minutes of moderate to vigorous physical activity on all seven days of the week is considered active, and 30-59 minutes fairly active. For 2-4 year olds, active constitutes 180+ minutes on all seven days, and fairly active 60-179 minutes.

pregnancy right through to ageing we have multiple opportunities to enhance future quality of life.

- 11.4** Mental health is a key crosscutting priority in Greater Manchester. With 75 per cent of adult mental health problems starting by the age of 18, and with only 25 per cent of young people with a mental health problem getting access to the right support, our focus is on prevention and early intervention – working with schools and colleges to ensure the right support is there when it is most effective.
- 11.5** Being physically inactive (doing less than 30 minutes of physical activity per week) is one of the top 10 causes of early mortality. 31 per cent - 677,600 of Greater Manchester's residents – are inactive so we are leading the way in developing a comprehensive plan to reduce inactivity and increase participation in physical activity and sport. This includes forging ground-breaking strategic partnerships with national bodies such as our Memorandum of Understanding with Sport England.

Realising the social and health benefits of economic activity

- 11.6** The evidence base for work as a health outcome – particularly mental health – is very strong, yet has received little priority to date from the national health and social care system. Promoting good employment practice and healthy workplaces is key to helping workers to thrive, reducing sickness absence and increasing productivity. We will support this with a system that provides early intervention, helping workers to stay in employment when suffering from poor health or disability.
- 11.7** We have formed a joint programme board to drive a system-wide approach to supporting our residents who are out of work or at risk of leaving employment due to ill health. As part of this 'working well, living well' approach, consistent with our priority to create good jobs in Greater Manchester, we will encourage businesses to provide working conditions that contribute to employee health and well-being, building on healthy workplace principles, as well as embodying corporate social responsibility within business practices: paying the real living wage (as set annually by the Living Wage Foundation); addressing gender pay disparities; limiting the use of zero-hours contracts; and promoting the recruitment and up-skilling of older people and people with learning disabilities.
- 11.8** We recognise that employment is not the sole indicator of a positive outcome for our residents. Many individuals who are not economically active have caring responsibilities, work-limiting illness or disability, or carry out other valuable work such as volunteering or mentoring. Their contributions and activities offer real value and broader benefits in terms of social inclusion and cohesion.
- 11.9** We will work closely with partners, including the VCSE sector, to ensure that community assets including the knowledge, experience and life skills of our older residents are recognised, valued and harnessed, and that support is available to those individuals who have caring (or other) responsibilities. We will work together to ensure that all residents, regardless of age, background or circumstances, have an opportunity and a desire to actively contribute to their communities, so that they feel that they have a genuine stake in Greater Manchester's success, prosperity and happiness.

A health and care system that works

- 11.10** The devolution of health and social care responsibilities to Greater Manchester (the first agreement of its kind) is supporting a fundamental change in the way people and our communities take charge of – and responsibility for – managing their own health and wellbeing, whether they are well or ill. This will include exploring the development of new relationships between NHS and social care staff and the public who use services; finding the thousands of people who are currently living with life-changing health issues but are not currently accessing services; and investing far more in preventing ill health. We want health to be a key enabler of people starting well, living well and ageing well. This will help reduce demand on services so we can create a sustainable health and care system that delivers the best quality outcomes.
- 11.11** In all parts of Greater Manchester we will develop local care organisations where GPs, hospital doctors, nurses and other health professionals come together with social care, the voluntary, community and social enterprise sector and others looking after people's physical and mental health, as well as managers, to plan and deliver care. This will mean that when people do need support from public services it is largely provided in their community, with hospitals only needed for specialist care.
- 11.12** Those hospitals across Greater Manchester will work together across a range of clinical services, to make sure expertise, experience and efficiencies can be shared widely so that everyone in Greater Manchester can benefit equally from the same high standards of specialist care.
- 11.13** We will also focus on ensuring standards are consistent and high across Greater Manchester. This will include: exploring sharing some clinical and non-clinical support functions across multiple organisations; giving people greater access and control over their health records and ensuring they are available in hospitals, GP practices and with social care so people can tell their story once; investing in Greater Manchester-wide workforce development; sharing and consolidating public sector buildings; investment in community health care hubs; and investing in new technology, research and development, innovation and the spreading of great ideas.
- 11.14** We will also focus on quality in the provision of social care. The Care Quality Commission has analysed over a thousand care homes, nursing homes and community-based support services in Greater Manchester and found over a fifth to be inadequate or requiring improvement.
- 11.15** Although Greater Manchester has made progress in improving the capability and capacity of its workforce, our health and social care services, in common with other parts of the country, still face numerous workforce challenges. Our aim is to have a resilient and sustainable workforce that feels motivated, supported, empowered and equipped to deliver safe and high quality services, drive improvements and positively influence the health and well-being of the population. Achieving this ambition will require a recognition that things will need to be done differently, so we will look at new ways to support the recruitment and retention of staff, particularly in key shortage areas.

12 Priority 10: An age-friendly Greater Manchester

- **The first age-friendly city region**
- **A global centre of excellence for ageing**
- **Increased economic participation of over 50s**

12.1 Greater Manchester's vision is for older residents to be able to contribute to and benefit from sustained prosperity and enjoy a good quality of life. Our communities need to be able to take the coordinated action required to plan for ageing populations, ensuring that as people age they are able to take advantage of the social and economic opportunities where they live, and reducing the levels of social exclusion many older people can face.

12.2 Greater Manchester's population is ageing rapidly. By 2036, 14% of the total population will be 75 and over - an increase of 75% from 2011. If we don't do things differently those at risk of social isolation and loneliness is forecast to increase, with related impacts on physical and mental health and wellbeing.

<p>Outcome:</p> <ul style="list-style-type: none"> o People live in age-friendly neighbourhoods o Inclusive growth and reduced inequality across GM places and population groups o Reduced social isolation and loneliness
<p>Targets:</p> <ul style="list-style-type: none"> o By 2020, 90% of people aged over 50 in GM will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017¹¹ o By 2020, 5,000 more 50-64 year olds will be in employment, relative to a 2016 baseline of 316,000 o 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 per annum o By 2020, we will meet or exceed the national average for the proportion of adult social care users and carers who have as much social contact as they would like¹²
<p>GMCA Portfolios:</p> <ul style="list-style-type: none"> o Health & Social Care o Equality, Fairness & Inclusion o Planning Housing & Homelessness o Skills, Employment and Apprenticeships o Safe and strong communities
<p>GM Strategies:</p> <ul style="list-style-type: none"> o GM Ageing Strategy o GM Spatial Framework o GMFRS Integrated Risk Management Plan o GM Moving

The first age-friendly city region

12.3 Greater Manchester is in a unique position to become the UK's first age-friendly city region and a national leader on ageing in place, with the GM Ageing Hub convening a wealth of experience and expertise across a wide range of leading academic, policy and practitioners, combined with the flexibilities granted under the devolution deals.

12.4 We will change the narrative around ageing, building a positive discourse and demonstrating the valuable contribution that older people can make as entrepreneurs, volunteers, workers and consumers to support growth and resilience. We will ensure that ageing is embedded in policy, to identify, and respond to, the needs of older people

¹¹ 2017 baseline data are based on responses to community surveys undertaken through the Ambition for Ageing programme in 25 wards across eight GM districts.

¹² Based on the projected national average at 2020, this equates to an uplift from the 2015/16 baseline of 42.9% of adult social care users having as much social contact as they would like to 47.7% or above by 2020.

in areas such as employment and skills, business support, transport, housing, health and spatial planning.

- 12.5 We will tackle the key challenge of social exclusion, isolation and loneliness among older people by strengthening social connectedness through a community asset building approach, utilising the strengths of our local VCSE sector such as the Ambition for Ageing programme and our pioneering academic partners.
- 12.6 We will plan for future patterns of demographic change and develop more, better quality age-friendly homes and communities. We will build on the age-friendly neighbourhoods approach to develop age-friendly districts, town centres and regional centre to become an age-friendly and dementia friendly city region.

A global centre of excellence for ageing

- 12.7 We will build on Greater Manchester's strengths to become a global centre of excellence for ageing, pioneering new research, technology and solutions across the whole range of ageing issues. This will be supported through our Memorandum with the Centre for Ageing Better which sets out how we will collaborate to develop an evidenced, place-based approach to ageing.
- 12.8 We will invest in developing our existing evidence base and piloting new and innovative solutions to the challenges and opportunities that ageing societies bring, using innovative forms of engagement and co-production with older people. We will gather best practice and share learning across districts, and deliver at a Greater Manchester level those interventions that will work best at scale.
- 12.9 We will continue to play a leading role on national and international partnerships and networks to ensure that Greater Manchester is at the cutting-edge of expertise on ageing.

Increased participation for the over 50s

- 12.10 To better capitalise on the talents of older residents, and combat poverty later in life, we need to increase economic participation amongst the over 50s. Around a third of Greater Manchester's 50-64 year olds are out of work, considerably higher than the national average. Increasing the employment rate of the over 50s to the all age Greater Manchester average could increase GVA by almost £1bn each year.
- 12.11 To achieve a step-change in economic participation of the over-50s, we will take a co-production approach to understanding and addressing inequalities that Greater Manchester residents face in later life, working with VCSE organisations. We will work with employers to ensure that there are opportunities for older workers in Greater Manchester. Through our approach to healthy lives we will seek to extend healthy working years, removing ill health as a barrier to economic participation.
- 12.12 We will also improve the culture offer for older people across Greater Manchester and help individuals and organisations capitalise on the new and emerging markets for products and services being created by the older consumer.

13 Implementation

- 13.1** This strategy sets out our vision and charts a course for Greater Manchester. It is a strategy for everyone in Greater Manchester – residents, the voluntary, community and social enterprise sector, businesses and civic leaders. It will only be achieved if our communities are engaged in shaping new approaches, and if our collective resources are drawn together to deliver it.
- 13.2** The Greater Manchester Strategy Implementation Plan sets out the activities through which that engagement will take place and this strategy will be delivered. It sets out the specific actions that will be taken forward under each strategic priority. It sets out both short term (up to 3 years) and some longer term actions (3 years +) we will take, as well as priority actions that will be our point of focus for the next 12 months. It also clearly sets out the organisations that are responsible for delivering those actions at a local, Greater Manchester, Northern and national level.
- 13.3** The coordination of the Implementation Plan will be led by Portfolio leads. Details of how the portfolio responsibilities map to our strategic priorities is shown in Table 1. The Implementation Plan will be published on the GMCA website¹³ and updated regularly to reflect progress and any significant changes in focus.
- 13.4** Clearly the Greater Manchester Strategy and its Implementation Plan do not sit in isolation, and there are a number of key strategies and plans which underpin their delivery (Figure 3). Two key cross-cutting frameworks that will be developed to support the delivery of the GMS are:
- the GM Investment Framework, which will guide all investment decisions that GM controls or influences – across growth and reform priorities – to ensure this is coordinated and the impact is maximised to deliver GM’s ambitions; and
 - the GM Spatial Framework, which will allow us to take an informed, integrated approach to spatial planning across the city region, based on a clear understanding of the role of places and the connections between them.
- 13.5** We have also developed the GM Outcomes Framework (see figure 2) to not only provide transparency and accountability in terms of our progress, but also to inform the decisions we take regarding how we invest the resources available to us and the services we commission. The Outcomes Framework will need to be developed further over time so that we can reflect the changes to our city region and we will work with our partners to develop the set of indicators that we measure so that we can track our performance as accurately as possible.
- 13.6** To ensure that we remain on track in delivering the Strategy we will continue to report our progress against both the specific actions in the Implementation Plan and a range of high level performance indicators and targets (see figure 2 for details) to help us, and our stakeholders, determine whether the approach we are taking is delivering our shared vision for Greater Manchester and our objectives for residents in all parts of our city region.

¹³ <https://www.greatermanchester-ca.gov.uk>

Figure 3: Delivering our strategy, key delivery plans

This strategy provides a high level framework for action based on a robust evidence base and public consultation. More detailed plans, developed and led by city-region-wide partnerships and led by Portfolio leads, will set out the specific actions, interventions and investment required to deliver our strategic priorities and achieve our vision. These plans include:

- the **Greater Manchester Spatial Framework**, which will allow us to take an informed, integrated approach to spatial planning across the city region, based on a clear understanding of the role of places and the connections between them;
- the **Greater Manchester Investment Strategy**, which will guide all investment decisions that GM controls or influences – both growth and reform – to ensure this is coordinated and the impact is maximised to deliver Greater Manchester’s ambitions;
- **GM’s Digital Strategy**, which will set out a clear vision of Greater Manchester’s future as a world leading digital city, and will take an open, innovative approach to delivering that ambition;
- **Greater Manchester 2040 Transport Strategy**, a new long-term transport strategy for Greater Manchester that will deliver world class connections that will support long-term sustainable economic growth and access to opportunities for all and be backed up by the establishment of a second GM Transport Fund;
- the **Climate Change and Low Emissions Implementation Plan**, which sets out the steps we will take to reduce emissions and generate clean energy, improve air quality and invest in our natural environment to respond to climate change, reduce costs and to improve quality of life;
- **Resilient Greater Manchester**, which will set out what we need to do to become more resilient to the shocks – catastrophic events like storms, pandemics and floods – and stresses that we may face;
- the **GM Internationalisation Strategy**, setting out how we will elevate our international trade and investment performance, attract and retain international talent, and maximise our potential as the gateway to the North;
- the **Greater Manchester Work and Skills Strategy**, setting out our path to delivering a work and skills system that meets the needs of Greater Manchester employers and residents;
- **Taking Charge**, setting out radical reforms to the way the health and social care services are provided to deliver the greatest and fastest improvements to health and wellbeing across Greater Manchester;
- Our plan for reforming the way that all **services for children** are delivered, with an initial focus on integrating preventative services for children and young people;
- the **Police and Crime Plan**, which sets out the policing and justice priorities for Greater Manchester and how the GM force and partners will deliver those priorities;
- the **GMFRS Integrated Risk Management Plan** which will set out the priorities to be delivered by the GM Fire and Rescue Service; and
- the **Northern Powerhouse Strategy**, which identifies skills, science and innovation, and the development of a collaborative approach to promoting the Northern Powerhouse to foreign investors.
- **GM Moving** which sets out a blueprint for physical activity and sport in Greater Manchester that will be integral to the city region’s health, growth and prosperity at an individual and population level.

Table 1: Portfolio responsibilities links to GMS priorities

Portfolio area	Main GMS priority areas
Young People & Social Cohesion	<p>Priority 1: Children starting school ready to learn</p> <p>Priority 2: Young people equipped for life</p> <p>Priority 8: Safe and strong communities</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p>
Skills, Employment & Apprenticeships	<p>Priority 2: Young people equipped for life</p> <p>Priority 3: Good jobs, with opportunities to progress and develop</p> <p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p> <p>Priority 10: An age-friendly Greater Manchester</p>
Health & Social Care	<p>Priority 1: Children starting school ready to learn</p> <p>Priority 2: Young people equipped for life</p> <p>Priority 3: Good jobs, with opportunities to progress and develop</p> <p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p> <p>Priority 10: An age-friendly Greater Manchester</p>
Policy & Strategy	Cuts across all 10 priorities
Transport & Infrastructure	<p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 5: World class connectivity that keeps Greater Manchester moving</p> <p>Priority 7: A green city region and a high quality culture and leisure offer for all</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p>
Housing, Planning & Homelessness	<p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 5: World class connectivity that keeps Greater Manchester moving</p> <p>Priority 6: Safe, decent and affordable housing</p> <p>Priority 7: A green city region and a high quality culture and leisure offer for all</p> <p>Priority 10: An age-friendly Greater Manchester</p>
Business & Economy	<p>Priority 2: Young people equipped for life</p> <p>Priority 3: Good jobs, with opportunities to progress and develop</p> <p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 5: World class connectivity that keeps Greater Manchester moving</p> <p>Priority 6: Safe, decent and affordable housing</p>

	<p>Priority 7: A green city region and a high quality culture and leisure offer for all</p> <p>Priority 10: An age-friendly Greater Manchester</p>
<p>Safer & Stronger Communities</p>	<p>Priority 6: Safe, decent and affordable housing</p> <p>Priority 7: A green city region and a high quality culture and leisure offer for all</p> <p>Priority 8: Safe and strong communities</p>
<p>Green City-Region</p>	<p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 5: World class connectivity that keeps Greater Manchester moving</p> <p>Priority 6: Safe, decent and affordable housing</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p> <p>Priority 7: A green city region and a high quality culture and leisure offer for all</p>
<p>Culture, Arts & Leisure</p>	<p>Priority 1: Children starting school ready to learn</p> <p>Priority 2: Young people equipped for life</p> <p>Priority 3: Good jobs, with opportunities to progress and develop</p> <p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 7: A green city region and a high quality culture and leisure offer for all</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p> <p>Priority 10: An age-friendly Greater Manchester</p>
<p>Equality, Fairness & Inclusion</p>	<p>Priority 1: Children starting school ready to learn</p> <p>Priority 2: Young people equipped for life</p> <p>Priority 3: Good jobs, with opportunities to progress and develop</p> <p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 8: Safe and strong communities</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p> <p>Priority 10: An age-friendly Greater Manchester</p>
<p>Finance & Investment</p>	<p>Cuts across all 10 priorities</p>
<p>Digital City-Region</p>	<p>Priority 1: Children starting school ready to learn</p> <p>Priority 2: Young people equipped for life</p> <p>Priority 4: A thriving and productive economy in all parts of Greater Manchester</p> <p>Priority 5: World class connectivity that keeps Greater Manchester moving</p> <p>Priority 9: Healthy lives, with good care available for those that need it</p> <p>Priority 10: An age-friendly Greater Manchester</p>